

Leadership styles: Some evidence from Turkish Maritime Business

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Abstract For a long time leadership has been a subject that is studied many times for scientists and businesses. A leader is described as a person who gives his own potential powers to others and direct them to reach the goal. In everywhere leadership can be talked about because of the sociality of human being. An effective leadership has an importance of the success and progress of businesses especially in the global world nowadays. The result of past and present surveys to describe leadership behaviors tells that although many approaches come out, in present by the help of six well known and accepted leadership styles, it fixed that every leader own style. These leadership styles are affected from many conditions. Our study leadership styles of managers that have different cultures is searched and the effects of cultural differences on Leadership styles is tried to studied. A leader, because of a human being that is a social existence and people are affected from the cultural values of their societies so that in this research in order to see the effect of the cultural differences on leadership styles Turkish and International societies are used as an example. In the result of this research, we have seen that the Turkish managers plan to the all activity of businesses and managements carefully and lead the employers in the all level, but the other side, then Italian managers appropriate the leadership style that is listen employers, consider their thoughts and thinking's and include them in the decision process and believe in team working. The Maritime Business provides an interesting research alternative to other sectors because of its unique characteristics. For this reason, this paper aims to explore and compare the leadership styles of managerial personnel in the maritime industry. The study focuses on the empirical evaluations of the similarities and differences in leadership styles of maritime professionals. A managerial-style questionnaire is developed based on the review of relevant literature. Questionnaire data obtained from 100 participants show that the authoritative style is more frequently performed than all other styles. Results also indicate differences in terms of gender and managerial hierarchy. Implications of the results are discussed.

Keyword : *Leadership, Leadership styles, Maritime Business, Ship Managers, Joint venture,*

1. Introduction

Management; The process of administering and coordinating resources effectively and in an effort to achieve the goals of the organization. **Management Theory :** It is critical for managers to be able to lead people through the fast pace of change. Leadership is about coping with both complexity and change. As change becomes more dynamic and rapid, managers at all levels must hone their leadership skills. Therefore, leaders are managers and managers are leaders. Scientific Management: Taylor Frederick W. Taylor (1856-1915) Father of “Scientific Management., attempted to define “the one best way” to perform every task through systematic study and other scientific methods and he believed that improved management practices lead to improved productivity. **Leadership;** The capacity to direct and motivate the members of work groups toward the accomplishment of organizational goals[1]. **Leadership Skills;** Understanding individual/group behavior dynamics. Having the ability to motivate employees being an effective communicator [2]. Being able to envision future and share that vision **Leadership Significance;** Leadership is a social influence process. A responsibility and a process; It’s not a position, title, or privilege. An observable, understandable, learnable set of skills and practices available to everyone, anywhere in the organization. The indirect ability to influence people by inspiring them to pursue goals for the benefit of the organization[3]. **Leadership and Vision ;** Leadership involves that creating a vision of the future. In addition to devising strategy for achieve that vision. There is an other factor that we need to consider is communicating which is the vision so that everyone understands and believes in it. **Leader-Centered Approaches;** The assumption that some people are born with certain physical characteristics, aspects of personality, and aptitudes that make them successful leaders.

Physical characteristics: height and appearance

Personality: self-esteem, dominance and emotional stability

Aptitudes: general intelligence, verbal fluency and creativity[4].

Traits of Successful Leaders ; *Drive: Achievement, sense of responsibility, ambition, energy, tenacity and initiative. *Motivation is a especially power. *Honesty and integrity *Self confidence is persuasive, diplomatic and socially skilled. *Conceptual ability *Business knowledge *Leadership Behavior Focus are examines what effective leaders do rather than what effective leaders. Defines a leader’s effectiveness based on two orientations: Task orientation: Setting performance goals, planning and scheduling work, coordinating activities, giving directions, setting standards, providing resources, and supervising performance. Relations orientation: Behavior that shows empathy for concerns and feelings, supportive of needs, showing trust, and similar attributes [5]. **Leadership Behavior;** Effective leaders use a range of behaviors. Leadership behaviors can be learned. Effective leaders have the ability to change and adapt to organizational settings in which they manage. It is still not obvious which behaviors are most effective because numerous other factors can influence performance and success. Leadership Power Focus on power which is the ability to use human, informational, or material resources to get something done to get results. Authority means the officially (organizationally) sanctioned right to get something done. **Leadership Substitutes;**

Variables such as individual, task, and organizational characteristics that tend to outweigh the leader's ability to affect subordinate satisfaction and performance. Also known as neutralizers is a condition that counteracts leader behavior and/or prevents the leader from having an effect on a follower or a specific situation.

Styles of Situational Leadership Behavior

Telling style: the leader provides specific instructions and closely supervises performance.

Selling style: the leader explains decisions and provides opportunities for clarification

Participating style: the leader shares ideas and maintains two-way communication to encourage and support the skills subordinates have developed.

Delegating style: the leader provides subordinates with few task or relations behaviors.

Empowerment is the interaction of the leader giving away or sharing power with those who use it to become involved and committed to independent, high-quality performance. Successful empowerment means that everyone has been convinced that he or she makes a difference to the success of the organization [6].

2. Current Perspectives on Leadership

Gender and Leadership; Transformational Leadership is a leader's ability to influence employees to achieve more than was originally expected, or thought possible. Generates feelings of trust, admiration, loyalty and respect from followers through: * Idealized influence * Inspirational motivation * Intellectual stimulation * Individualized considerations. **Leaders of the future will Implications for Leaders ;** 1-) Know yourself. 2-) Be a role model. 3-) Learn to communicate effectively. 4-) Know your team and be a team player. 5-) Be honest with yourself as well as to others. 6-) Do not avoid risks. 7-) Believe in yourself. 8-) Take the offense rather than the defense. 9-) Know the ways of disagreement and the means of compromise. 10-) Be a good follower [7].

3. SURVEY RESULTS

Today, the leadership of the concept only in Maritime business management activities continue to provide, rather than business continuity of employee motivation and consequently the productivity and profitability affect the global world to exist to ensure the important aspects, one is seen. Global world enterprises to survive make and effectiveness in order to increase the global world of the real and trying to keep pace with the requirements of the administrative capacity in the loop with the leaders will take part in this process to share.

Businesses to survive can, effectiveness increases when trying to now the local company by the presence of too much right can not be understood and multinational companies today, success rates and coefficients to other firms is higher than was assumed. Of course, companies also get a larger slice of the pie to the global market for international joint ventures, distributorships and multinational firms tended to.

It is exactly here that we also emphasize the importance of leadership, especially against the more important as we are out. Because these multinational companies have their administrative capacity of leaders on how much globalization requirements in line with the leadership approach adopted, though, a social existence as a culture and upbringing of the reflection of the leadership styles to see the inevitable truth. Operating in Turkey Turkish-International joint venture carried out to 54.8% of the research results with Turkish leaders have adopted a systematic style of leadership with 32.3% followed by 12.9% as vibrant and enthusiastic leadership, and leadership as a percentage explained by the approach we have adopted.

As well as suggested in the Turkish manager has chosen the correct style of leadership is the most systematic. The frequency of using the SPSS 16.0 program, looking at the overall average and standard deviation of 2.73 in the Turkish manager of leadership styles most preferred style of leadership seems to be systematic. According to the survey of Turkish managers, none, employees listen carefully that all employees are in compliance with their thoughts and feelings about the other leaders more sensitive than the thoughtful leadership style most preferred style of leadership adopted as did not.

Overall average and standard deviation of data, thoughtful and respectful leadership style also has the lowest average is seen. Considerate and respectful leadership style surveyed Turkish managers by none most preferred leadership model Although each of the survey scores data is taken into account only one survey in the second or third, the preference is in question. The latter, not the mean and standard deviation in the 0.07 to have the lowest average is explained.

But on the procedures to be connected with the employees a comfortable working environment and work to achieve the most accurate way to detect attempts to thoughtful and respectful leadership approach, the International manager of the% 41.6 with a best by adopting a style of leadership as we have encountered. Group of studies that support this leadership style is most preferred by 33.3% with this system of leadership and leadership is followed by alive with 25.1%. 12.9% for managers, such as Turkey with a very small percentage of open leadership style preferred by most of the International manager none of the preferred leadership style is not seen. Overall average and standard deviation of 2.8958 in the data of the thoughtful and respectful leadership style between the International manager is seen as the most preferred .

Survey results when we look at the Turkish admins considerate and respectful leadership style, the International manager of an open leadership style under any circumstances, the most preferred style of leadership is not seen. Basically, both systematic and thoughtful as we have defined leadership styles too much assertiveness in question is not asked for, but more impressive than the thoughtful leadership has systematically leaders.

4. CONCLUSION

Differences between leaders and executives are concepts of leadership and management is seen close to each other are not synonyms.

The concept of leadership is the future. Create a vision of the leaders in the organization and to adopt processes that are responsible for vision in the organization. Set goals that serve their leaders.

Management concept is the static, only today is related to the owner is responsible for the realization of the vision. Managers, such as the formal structure of power are the law-regulation.

Leadership can be defined as a process of influence on individual and group behaviors to reach determined objectives. An effective leader is someone who is open-minded, takes risks, has a power to effect others and is communicative an administrative ability to solve disagreements.

Besides, an effective leader does not waste time on details; instead, focuses on outcomes. S(he) has always communication with his/her colleagues and tries to overcome the hard and complicated problems but does not attempt to solve them by himself/herself.

In addition, s(he) is aware of the importance of the staff potential. Leaders are vital for the future of the professions. While training our new leaders, it will be to be able to understand our former leaders profoundly by detecting their ways of performance. In my opinion the laissez faire style is more effective on Maritime industry and also the survey shows managers favorable style is laissez faire.

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