A STUDY ON THE PERCEPTION OF THE LEADERSHIP CHARACTERISTIC BY THE EMPLOYEES ON THE CONTEXT OF IMPLICIT LEADERSHIP THEORY

Akif Tabak
TMA Defense Sciences Institute
atabak@kho.edu.tr

Mazlum Çelik
TMA Defense Sciences Institute
mcelik@kho.edu.tr

Serhat Burmaoğlu
TMA Defense Sciences Institute
sburmaoglu@kho.edu.tr

-Abstract-
Implicit leadership means that different leader profiles are shaped in minds individually. The aim of this study is searching perception of leadership characteristics of defense industry workers and also finding the differences of perceptions up to the gender. Finally by using open-ended questionnaire, 29 leadership characteristics with different frequencies are found. These perceptions of leadership characteristics differentiate in the view of gender and being effective, being even-tempered and being free from bias are demanded by two gender groups with high density.

Key words: Leadership Characteristic, Implicit Leadership, Demographic Characteristics.

JEL Classification: M12, M54

1. INTRODUCTION
Leadership features’ importance is proposed by Great Man Theory approach and it is believed that leaders’ personal and physical features have an important effect on followers until the development of behavioral approaches. Today, expected
features of leaders and which features are more desired by workers are of great importance in changing environment of human characteristics. Leadership can be defined as “gathering a group of people around certain goals, influencing them for realization of those goals and sum of knowledge and personal attributes” although it comes along under the names of chief, coach, mentor, director, Chief Executive Officer (CEO), Chief Learning Officer (CLO), Chief Diversity Officer (CDO) today. (Yukl, 2002). So, followers have some expectations from the leader. In other words, people search for a leader portrait, which is in their mind. (Felfe and Peterson, 2007). Here is the point that, implicit leadership is started.

At the beginning of more trials on Leadership from the perspective of followers' is carried out by Eden and Leviatan (1975) and their study implies that person's beliefs about expected behaviors and attributes constitute the implicit theory of leadership.

Lord and his colleagues conducted studies on implicit leadership theories on the most intense and they applied Rosch (1978)'s categorization theory on field of leadership. According to leadership categorization theory, implicit leadership theories, including the prototype of the ideal leader reflect people's minds all around the conceptual categories and according to these models people can classify surroundings as leading or not leading (Lord, Foti, and De Vader, 1984; Lord, Foti and Phillips, 1982).

If it is thought that every human beings have an ideal leader in their mind than it can be deemed that the relationship between leaders and followers can be organized by implicit leadership theories in business (Hunt, Boal, and Sorenson, 1990). So, the manager's behavior will vary according to a leader model which is internalized. As a result, if the behavior of manager and implicit leadership theories of followers provided at the compliance point, then the follower will evaluate the manager as leader, and accept as an effective leader and follow.

If the harmony between implicit leadership theories of employees and managers increases, then, social interaction will increase by courtesy of common understanding, together with the business communication (Enge and Lord, 1997). Similarly, the manager's compliance with employees' implicit theories of leadership increases employees' job satisfaction will increase, in parallel to this, business environment of peace increases (Epitropaki and Martin, 2005).

Studies on implicit leadership theories have shown that people who have created and shaped the ideal model of a leader in their minds have been exposed to different variables such as their culture (Brodbeck et.al., 2000; Konrad, 2000)
living in, gender (Paris, 2004), personality traits(Keller, 1999), and childhood experiences (Keller, 2003). Are perceptions of leader differentiate according to the demographic characteristics of employees working in defense industry?

2. THE METHOD OF STUDY

118 workers are asked with an open-ended question to define people’s perceptions about leadership characteristics, which are their desire for a leader, in defense industry in Ankara. Defense workers are asked to write down 5 characteristics which describe best leader ideally. Firstly, frequency analysis is performed for gathered data and frequencies of perceptions are gained. After that, multi dimensional scaling (MDS) is performed and similarities and dissimilarities of gender groups are scrutinized. MDS can be considered to be an alternative to factor analysis. In general, the goal of the analysis is to detect meaningful underlying dimensions that allow the researcher to explain observed similarities or dissimilarities (distances) between the investigated objects.

MDS is a set of data analysis techniques that display the structure of distance-like data as a geometrical picture. In MDS there are measurement-scales used. These are:

- Euclidian Distance($d = \sqrt{\sum_{i=1}^{n} (x_i - y_i)^2}$),

- Mahalanobis distance ($d = \sqrt{(\bar{x} - \bar{y})P^{-1}(\bar{x} - \bar{y})}$),

- Minkowski distance($d = \left[\sum_{i=1}^{n}|x_i - y_i|^p\right]^{\frac{1}{p}}$),

- Block distance ($d = \sum_{i=1}^{n}|x_i - y_i|$),

- Chebyshev Distance ($d = \max|x_i - y_i|$) (Yenidoğan 2008).

Goodness of fit of an MDS model is shown by the stress statistic. Up to the Wilkermaier (2003) stress values and fit of the model is defined as:

<table>
<thead>
<tr>
<th>Stress</th>
<th>Fit</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt;.20</td>
<td>Not adequate</td>
</tr>
<tr>
<td>.10</td>
<td>Medial</td>
</tr>
</tbody>
</table>
2.1. Sample and Procedure
The scope of this study is defense industry enterprises in Ankara province and 118 workers are participated to questionnaire. 79% of participants are man and 21% of participants are woman.

2.2. The Measures and Procedure
The data is obtained by asking 118 defense industry workers with an open-end question, which is “write down the most influential five leadership features up to the order of preference”. So, the perceptions on leadership features up to the order of preference are provided without giving biased information to selected sample.

3. FINDINGS
Perception of leadership characteristics are classified up to the frequencies and defined as written in Table 1.

<table>
<thead>
<tr>
<th>Codes</th>
<th>Leadership Characteristics</th>
<th>Frequencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case1</td>
<td>Fairness</td>
<td>23</td>
</tr>
<tr>
<td>Case2</td>
<td>Being Honest</td>
<td>11</td>
</tr>
<tr>
<td>Case3</td>
<td>Knowledgeable</td>
<td>17</td>
</tr>
<tr>
<td>Case4</td>
<td>Being debonair</td>
<td>4</td>
</tr>
<tr>
<td>Case5</td>
<td>Being decisive</td>
<td>2</td>
</tr>
<tr>
<td>Case6</td>
<td>Being consistent</td>
<td>0</td>
</tr>
<tr>
<td>Case7</td>
<td>Being Social</td>
<td>1</td>
</tr>
<tr>
<td>Case8</td>
<td>Being authoritarian</td>
<td>1</td>
</tr>
<tr>
<td>Case9</td>
<td>Being lowly</td>
<td>1</td>
</tr>
<tr>
<td>Case10</td>
<td>Being coxer</td>
<td>2</td>
</tr>
<tr>
<td>Case11</td>
<td>Being smart</td>
<td>2</td>
</tr>
<tr>
<td>Case12</td>
<td>Being effective</td>
<td>3</td>
</tr>
<tr>
<td>Case13</td>
<td>Being protectionist</td>
<td>2</td>
</tr>
<tr>
<td>Case14</td>
<td>Being Charismatic</td>
<td>8</td>
</tr>
</tbody>
</table>
Case15 Being allowance | 5 | 2  
Case16 Being law-abiding | 1 | 0  
Case17 Being cordial | 2 | 2  
Case18 Being incentive | 3 | 0  
Case19 Being foresighted | 3 | 0  
Case20 Being listener | 1 | 0  
Case21 Being communicative | 1 | 1  
Case22 Being courteous | 6 | 1  
Case23 Being open to new ideas | 2 | 2  
Case24 Being orator | 2 | 1  
Case25 Being self-confident | 7 | 2  
Case26 Being finery | 2 | 1  
Case27 Giving judgment | 1 | 1  
Case28 Being even-tempered | 1 | 0  
Case29 Being free from bias | 1 | 0

| Table 1: Leadership Characteristics and Frequencies |

When the MDS performed stress value, which shows the goodness-of-fit of the model, is 0. So it can be said that there is a perfect fit for analyzed model.

When the two-dimensional graph (Figure-1) is analyzed up to the codes Fairness and Being Consistent cases are observed significantly different from others. In two-dimensional graph the cases, which are close to the centroid, are evaluated as common perceptions. In this perspective it can be said that being effective, being free from bias and being even-tempered cases must be taken as common perceptions in implicit leadership characteristics.
4. CONCLUSIONS

It can be seen that effective, even-tempered and unbiased leaders are demanded by both men and women workers in defense industry and this situation creates a similarity. The dissimilarity of variables between men and women can be seen in some characteristics as fairness, knowledgeable and being consistent. Other leader characteristics do not have discriminating power but it can be interpreted as other characteristics except mentioned before have understood commonly.

References


