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## **A Theoretical Approach to Power Sources and Styles of Leadership**

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# A Theoretical Approach to Power Sources and Styles of Leadership

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## ABSTRACT

In today's global world, everything is subject to change as well as organizations. Nowadays, organizations have to keep up with the changes occurring around them. Otherwise, they become unable to realize their goals, and they eventually disappear. Businesses need high quality leaders in order to keep up with these changes. Organizational change can be carried out only by leaders, not by ordinary managers. While managers maintain the existing system and find solutions to the problems within the system, leaders can make fundamental changes for organizational effectiveness and efficiency.

**Key Words:** Change, organization, leader

## 1. INTRODUCTION

Leadership is a process that involves a person's guidance and influence on the activities of others and guidance in order to accomplish the goals of individuals or groups. The importance of healthy life and health facilities has increased as the time of life quality increases. These qualitatively developing institutions have also the power to quantitatively influence economic and social structure in today's world (Güney, 2007: 357). Considering the competitive environment, health institutions – like any other business- need for powerful leaders with vision, who are conscious of their mission which will keep itself superior to its rivals and bring it to the future by sustaining within the market conditions without any damage (<http://www.ekodialog.com/Konular/liderlik-nedir-onderlik-ozellikleri.html>).

People, who can respond to the changing competition conditions in time and with new methods, can continuously develop the management information, and take the lead these services as well, have a great importance (Uno and Zakaiasen, 2010). Leadership in the health care services has a great importance in terms of being able to follow the innovations and to

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adapt to the current situation. In order for the health care staff to produce high-quality health care service and to work efficiently, there is a need for innovative and collaborative leaders who care about information, work cooperatively, can establish good relationships, distribute the authority to their subordinates, and to enable their subordinates to feel themselves confident (Scott, 2010).

## **2. THE CONCEPT OF LEADERSHIP**

Leadership is the most substantial factor in many important issues such as survival of institutions, ability to get advantage in tough competitive environment, and the increase of product quality and efficiency. Leadership, which has a crucial role in team building within the institution and in effective working of this team, can be considered as a measure of the success in minimizing the status obstacle between employees. In this sense, an effective leader is a person who is perceived within the group with his behaviours and who can create an organizational culture which helps all group members to feel as comfortable as the leader in the group (<http://www.nlphaber.com/nlphaber-yazarlar-473/lider-ve-liderligin-tanimi.html>).

Contrary to the popular belief, leadership does not originate from mystical and mysterious nature of leaders or charismatic and different personality traits they have. Furthermore, unlike the beliefs of many people, leadership is not a privilege endowed to some people (<http://www.baktabul.net/kariyer-ve-meslekler/157287-liderlik-liderligin-tanimi-liderin-ozellikleri-hakkinda.html>). Leadership is a process which is often formed by the conditions and time span in which people live. In other words, leadership have the potential to change based on the current situation (Baltaş, 2000:107). Leadership is a dynamic process which enables individuals to adopt and realize the common goals eagerly and enthusiastically by coming together within the collectively created vision framework (Dengiz, 2000:240). Within this context, leadership is not to have authority and power on people, but a problem of influence and guide them (Werner, 1993:223). Leader is a person who has the capability to affect his followers more than their effects on him. Leadership is crucial for institutions in order to realize the certain common goals because it has a highly powerful effect on the behaviour and performance of individuals or groups. Also, the results of his efforts are the goals desired or adopted by the leader (Şimşek, 1997:160). A leader has crucial and unquestionable duties in ensuring the formation of approaches, attitudes, understanding, values and behaviours which will enable gaining a corporate identity in the whole process of institution within the point of institutionalization of the change (Merih, 2002:1). Employees become mature partners of the business when leaders manage to bring about a culture based on team mentality and

participation. As a result, a business culture dedicated to continuous improvement with an organizational culture occurs (Larsen, 1996:78). The history of leadership is as old as of humanity. Leadership is defined as the process of guiding the activities of others in order to reach the goals of the group or the individuals under certain circumstances (Kayalar ve Özmutaf, 2008). The definition of leadership which many writers agree on is the process of affecting the activities of a group or an individual to achieve a goal in a particular situation. Accordingly, leadership is a function of the leader, follower and other situational variables (<http://www.kendinigelistir.com/tag/liderlik-nedir/>). Koçel defines leadership as affecting and guiding the activities of a person in order to achieve the goals of the groups or individuals under certain conditions. A leader is a person who motivates a group of people to behave in accordance with a specific purpose, and who these people follow in order to realize the individual or group goals by behaving in accordance with his instructions, orders and requests (Koçel, 2010). In this case, the leader is a person who motivates and directs others in accordance with certain goals. Effective leadership makes a business organization successful (Mills, 2005). Leadership leads to many desired outcomes within the group and organization; it directs the organization to have more efficient outputs with higher performance. Leadership, nowadays, is the indicator of the competitive power of the business in the intense competitive environment (<http://www.baktabul.net/kariyer-ve-meslekler/157287-liderlik-liderligin-tanimi-liderin-ozellikleri-hakkinda.html>).

Leadership is seen as the key concept for sustainable organizational success and protection of company assets (Ertürk, 2008). Leadership is the ability to influence the motivations and capabilities of others in the group. Therefore, there are three features of leadership; to be change-oriented, the ability to influence people, and to achieve goals. An effective leader focuses on achieving individual, group and organizational goals (Gibson et al., 1991).

### **3. POWER SOURCES OF LEADERSHIP**

Power is the ability to achieve the goals. This reaching action is performed by physically consuming energy and with the psychological power and motivation of the will (Hodgkinson, 2008).

Power supplies which will be used by leaders for impressing their subordinates are divided into 5 groups as the followings (Bakan and Büyükbeşe, 2010):

- Expertise,
- Charisma,
- Coerciveness,
- Legitimate Power,
- Reward Power.

Expert Power: This power, which is related to the knowledge, experience and expertise of people in the position of the leader or manager, is one of the most effective tools for business success. It is also the most beneficial way used for influencing other people in the organization (Deniz and Çolak, 2008).

Referent Power: The source of referent (charismatic) power is directly related to personality traits of the leader. The basis of this source is to be able to inspire his followers with his personality and to express their requests and hopes. A leader is the symbol of the ideal for the subordinates. Therefore, subordinates who try to identify themselves with the leader develop personal relationships such as loyalty and sympathy, and they fulfil the leader's requests because they think he is a good person and they love him (Meydan and Polat, 2010).

Coercive Power: It is based on punishment and the opposite of reward power based. It reflects the power of control and punishment when subordinates disobey the leader's orders. This power is based on fear. Anything scaring the group members can be the source of power (Çetin, 2009).

Legitimate Power: The managers' power of influencing subordinates' behaviours because of their positions in the organizational hierarchy is legitimate power. The point here is that subordinates feel compelled to obey the superiors' orders and directives.

Reward Power: If a leader can reward or punish his followers, he can use it as a means of power. Rewards can be carried out in such ways as salary increase, additional payment, promotion, giving more responsibility or more important work, change of status, praise and appreciation within the group.

#### **4. LEADERSHIP STYLES**

Leadership styles can be explained as follows:

##### **4.1. Executive Leadership**

When we talk about leadership, 'manager' comes to our minds. On the other hand, when we say 'manager', leadership does not come to our minds. However; all managers want to be a leader in their positions. Özsalmalı defines lead manager as a person, who can create a vision and make it alive, demonstrate the desired reality and target ensure the visibility of this target and goal's framework makes the stated image accessible and applicable. Some properties of lead managers can be listed as follows (Özsalmalı, 2005):

- A lead manager respects to expertise.
- A lead manager gives importance to team work.
- A lead manager relies on his subordinates.
- A lead manager knows how to motivate the subordinates.
- A lead manager is a person who takes precautions to eliminate making mistakes.
- A lead manager is the guarantee of the rights that inner and foreign costumers have.
- A lead manager cares about to establish –both horizontally and vertically- a good communication among employees.
- A lead manager knows well about meeting management, and he aims to get maximum efficiency from each and every meeting.

#### **4.2. Bureaucratic Leadership**

One of the classic management approaches is the bureaucracy model. Max Weber, who claimed bureaucracy model as the most suitable organization structure, developed bureaucratic rules required for effectiveness and efficiency of the organization and administrative structure. According to Max Weber, the followings are the features of an ideal bureaucracy (<http://www.myfikirler.org/is-dunyasinda-durumsal-liderlik.html>):

- Official power and duties have been determined in advance by laws, rules and administrative decision.
- Duties and responsibilities are arranged to create a system of hierarchy and authority.
- Subordinates abide by the orders of superiors because the positions that superiors occupy represent an impersonal and legal authority.
- Relationships and communication is conducted via writing in bureaucracy.
- Specially trained offices are appointed to tasks.
- Tasks are carried out according to predetermined rules which have been learned and which also can be learned.

- Tasks should not become monopolised.
- Any officials cannot use their duties for their own interests.

Additionally, insufficient use of internet in science and technology age leads tasks to slow down, causing disruption. Nowadays, bureaucratic business can gradually be carried out in the virtual platform (For example; electronic tenders). Public institutions need visionary, talented, forward-thinking, idealistic and determined leaders.

### **4.3. Strategic Leadership**

There is not an exact Turkish equivalent of the word 'strategy'. It comes to Turkish from French, and it has been used in social sciences since the 1970s. Strategy literally means "forwarding, routing, sending, taking and herding". It is believed that the word is used referring to the knowledge and art of an ancient Greek general, Strategos. In some sources, however, it is said that the word 'strategy' comes from a Latin word 'stratum', which means "a way, line or a river bed." (Güçlü, 2003).

Strategic management is all activities of planning, organizing, staffing, coordinating, directing and controlling a country, a business or an institution in accordance with the strategic goals and objectives (<http://karizmatiklider.com/stratejikyonetim/167-stratejikyonetim>).

A strategic leader is courageous, cautious, intelligent, pragmatic and skilful. He is the leader, who predicts changes and implementations that have become the goals and the objectives, designs and makes people design, plans and makes people plan, practices and makes people practice, focuses on achieving the goals, revises the goals according to the developments. He is also the one having the ability to solve the ambiguities, producing effective and easy solutions. He never gives up from his goals. A strategic leader takes a country, a business or an institution to its strategic goals and objectives in an easiest and fastest way (<http://karizmatiklider.com/stratejiklider/166-stratejiklider>).

### **4.4. Charismatic Leadership**

Since House (1976) published his theory on Charismatic leadership, Charismatic leadership has been the centre of many researchers' interest. House, in the Charismatic leadership theory, stated that charismatic leaders behave in a unique way towards their followers by creating special affects on them. He also stated that charismatic leaders are

dominant, self-confident, eager to express other, and sensitive to moral values of people (Northouse, 2007).

Charismatic leaders use their sensation, enthusiasm and energy to motivate others. Followers of charismatic leaders do not attribute their success to their effort, but to the presence of the leader who motivates them. (Borphy, 2010). Charismatic leaders have faith in what they believe, and they are very self-confident and influential. They are the models with their behaviours for their followers. Charismatic leaders make their followers feel that they trust them, and they form the motivation for the group mission by expressing their high expectations (<http://ytesg.blogcu.com/karizma-liderlik-nedir-karizma-lider-nasil-olunur/6934475>).

Charisma emerges in a time of crisis. A charismatic leader evaluates the situation completely, uses his personal power, makes sacrifices, and uses unconventional strategies (Tomey, 2009). In fact, charismatic power is a personal power. The followers believe that the charismatic leader is a heavenly, super person or at least he has exceptional powers. A charismatic leader makes the definitions of employees' roles, which strengthens their performance. Additionally, he also strengthens the enthusiasm of job satisfaction, organizational citizenship and cooperative work (Choi, 2006).

#### **4.5. Transactional Leadership**

Transactional leaders guide their followers according to the set of goals by explaining the requirements of roles and duties, and increase their motivation. These leaders, highlighting fairly concerning about their employees, explain the expectations, rules and procedures. They direct the subordinates according to the rules, and they impress the employees with their task-oriented behaviours (Öztop, 2008).

The exchange –between the leader and the followers- dimension of the transactional leadership can be seen in all organizations (Northouse, 2007). Transactional leadership is based on administrative tasks and exchange in order to actualize the goals. By identifying the followers' needs, the leader creates an exchange system to provide a reward which will meet their needs in return for the expected performance (<http://www.odevportali.com/ara/etkilesimci-liderlik/PDF/2>).

The leader sets the goals for the employees, focuses on everyday activities, and puts the defective points into a control mechanism. These business-oriented leaders maintain their



status through policies, procedures, routine performances and personal relationships (Tomey, 2009). Transactional leadership is much more of an administration style; it is based on performance and checking, reward and punishment ([http://ebilge.net/yazi\\_goster.asp?konu=kose&hkul=182](http://ebilge.net/yazi_goster.asp?konu=kose&hkul=182)).

A transactional leader tries to explain the things to be done for the achievement of the desired results such as quality output, more sales and service, production with low cost. Meanwhile, he takes into account the features and qualities of people. As for the followers, they believe that they can achieve the desired rewards when they reach the specified target (Gibson et al., 1991).

#### **4.6. Transformational Leadership**

Transformational leadership was first stated in Rebel Leadership by Dawnston (1973). According to Dawnston, a leader is the one who creates high level of morale, motivation and performance on team members. A transformational leader show personal interest in the employees by establishing close relationships with them and by taking into account the personal needs of each employee (Top et al., 2010).

The concept of transformational leadership was developed by McGregor Burns in 1978, and later expanded by Bernard et al. Transformational leaders rely on the interaction between the leader and the followers within the organizational level. A transformational leader tries to prompt employees to direct their efforts to a vision, rather than concrete goals. He works for realizing the long-term goals by discovering the followers' talents and skills, and by increasing and improving their self-confidence (<http://oktysry.blogcu.com/donusturucu-liderlik/12489464>).

According to the transformational leadership approach, employees are rewarded through intrinsic motivation (Gibson et al., 1991). These intrinsic motivation tools are not based on the material items, but on a set of individual values such as ensuring justice and order for personal values. Transformational leadership focuses on the relationship between the leader and his followers (Brophy, 2010).

A transformational leader supports the improvements of his followers, focuses on the needs and motivations of them, inspires them by optimism, changes their perception, stimulates

mental impulse and encourages their creativity. Transformational leaders are the ones who are process-oriented, independent, responsible, brave and honest (Tomey, 2009).

#### **4.7. Paternalistic Leadership**

Frah and Cheng stated that Paternalism has spread from Confucian ideology, which is based on social interactions. Paternalism in organizations is a concept that is pretty much common in collectivist cultures although it has not been examined too much in Western literature and intercultural studies. Paternalism reveals the nature of bilateral relationships and the attitudes of the parties in this relationship. In Paternalistic environments, the relationship between a subordinate and a superior is identified with the relationship between a father and a child. The father figure has much more individual power rather than an institutional one, and it represents the didactic leadership both as a mentor and a role model. The role of the superior in this relationship is to protect the subordinate and to guide him about the issues related to both professional and private life. The subordinate trusts his superior, and voluntarily accepts his guidance (Öztop, 2008).

Employees are perceived as the children who need fatherly supervision and who want a father's common sense and guidance. A Paternalistic leader is the person who makes important decisions, controls all important information, and does important works. In short, he is the person who conducts all of the important activities in the organization. Employees are to ensure that the tasks are done as shown and said, to investigate the information received from the leader and to find solutions to problems (Anderson, 2005). A Paternalistic leader is helpful, protective, advisor and attentive to the loyal personnel. In such a relationship, the parties have the chance to mutually change financial, social and other resources (Börekçi, 2009). Paternalistic leadership can be thought as a type of leadership applied by a manager who protects his employees like a father, and who is involved in their professional and private lives. Employees are provided with the necessary resources, and they are protected against criticisms that may come from out-group. In return, employees work very hard, and they become respectful, dutiful, and loyal to the leader. A paternalist leader makes the other people in the organization, which is seen as a family, feel that they are part of the family. In order to create this feeling, the leader explains them how to apply new activities, and reward or punished them when it is needed or desired. Employees are encouraged to take responsibility. They also know that their Paternalistic leader will be happy when they solve the problems in the stated way. The motivation of a Paternalistic leader's personnel is based on control, superiority, and an authority, which is applied in an admirable manner. This means that the leadership is applied to

dependent people. If the employees act right, and obey the rules, they will endear themselves to the leader. As a result, they will perform better as they are more motivated. However, this decreases their participation in the organizational goals by preventing them from taking initiatives and acting independently. Thus, organizational leadership and creativity is reduced or it would be postponed until the Paternalistic leader says "It is OK". The solution of this situation is to earn their respect and to encourage them to improve their problem-solving skills by giving them an opportunity to become more participatory (Blake and McCanse, 1991). Paternalistic leadership style generally takes part in hierarchically administrated organizations. The diversity of power in Turkish administrative approaches is derived from the Paternalistic structure (Çakmakçı and Karabatı, 2008). Paternalism is not just a leadership style, but also a cultural characteristic. It is more than just a concept including the definitions of duties and responsibilities of the leader and the followers. Paternalism can be analyzed through the organizational and paternalistic relationships. Paternalism is a common cultural characteristic of traditional Eastern societies such as China, Japan and Korea (Aycan, 2001). The family and state structure in these societies is feudal and patriarchal. The government is responsible for thinking about and protecting people. Paternalistic cultural assumptions appear generally in the societies with agricultural economy (Erben and Güneşer, 2008).

## **5. CONCLUSIONS**

Businesses are the structures which have certain goals and which forms an organizational structure to achieve these goals. Businesses are obliged to continue their lifecycle by adopting a strategic management approach in order both to protect the integrity of the organization and to achieve the goals.

Administration is highly important for managing the related units and employees in the business consisting of the various specialized units and employees. Therefore, there has to be a set of values in business for the features of administration and administrator. At this point, it is important that administrators have the leadership qualities for businesses to continue their existence without any problem.

Leadership is such an effective concept that it cannot be limited only to business administration. The concept of leadership has influence not only on business administration but also on people in every aspect of life – in a broader sense. A person can be a good administrator, but he may not be a good leader. The reason is that managers aim to protect the current system and to maintain it seamlessly while leaders cause changes in the vision by bringing new

perspectives and arrangements to the existing system. Therefore, leadership is an effective concept in changing an existing system or bringing it to a better situation. A good healthcare administrator with leadership qualities actualizes new implementations that are beneficial for the economy in addition to enabling the society to live in a healthy environment from every aspect.

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