

## **The Research for the Assessment of Leadership Styles of Public Authorities in Public Administration**

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### **Extended Summery**

#### **Introduction**

Intensively Changes Seen In The Community Of Both Private And Public Sector Entails The Need To Adapt To These Changes. New Public Administration Approach Based Upon Market Principles, Individual Satisfaction And Adapt Result-Oriented And Flexible Management Understanding. Instead Of Understanding The Bureaucratic Service That Leads To Wasted Resources, Public Administration Has To Be Perceived As Business Management, Has To Create Success Criterias According To This. These Adoptions Emphasizes A Radical Change In The Concept Of Public Administration.

Ensuring Organizational Effectiveness Which Is One Of Management's Most Important Task Is Requires The Employees' Motivation Towards Organizational Objectives. By The Fact That, It Is Impossible To Get A Fruitful Solution From An Activity In The Organization Unless An Employee Willing To Do That. The Role Of Motivation At This Point Is To Encourage And Intensify This Request (Vural, 2005: 107). There Is A Positive Relationship Between Achievement And Motivation; Motivation Greatly Increase The Success Of Employee Motivation. In Terms Of Increasing The Productivity, Motivation Tools Are Using In Business Sector Could Be Restate The Negativity Arising From Unwieldiness In Public Sector. In This Study, By Determining The Motivation Behaviour Of District Governors, Expected To Provide Solutions To The Problems Encountered In Practice.

#### **Methods**

This Study Aims To Investigate To What Extent Local Authorities Motivate Their Subordinates And Determine Which Factors Effects This Motivation And To Suggest Implications For Increase The Organizational Effectiveness. Population Of The Study Consist Of All District Governors In Turkey's 81 Provinces. The Questionnaire Was Developed To Collect Data Was Administred To District Governors By Sending Through Governorship. The Overall Response Rate Achieved By The Survey Was 52 % (524 Out Of 900).

For The Purpose Of The Study, To Measure The Motivation Behaviours Of District Governors, Scale Developed By Okan Erol Was Used On Making Some Changes. After The Changes, Pilot-Test Was Employed. By The Results Of The Preliminary Test, Cronbach's Alpha Value Demonstrating The Reliability Of Questionnaire Was 0,627. 8 Items Which Were Reducing The Reliability Of Scale Were Removed And Cronbach's Alpha Value Found 0,845. With These Changes Questionnaire Was Applied.

### **Findings And Interpretation**

To Determine How Many Factors Could Be Studied In These 32 Motivation Statements And Relations Between Statements And Factors, Scale Explanatory Factor Analysis Has Been Applied. Varimax Rotation Employed And 6 Factors Yielded With Eigenvalues Greater Than 1. These 6 Factors Explain 57.228% Of The Total Variance.

Socio-Demographic Profile About The District Governors Participating In The Study Are Shown In Table 3. 97.7% Of Governors Are Men, 2.3% Of Women. 47% Of Governors In The 31-40 Age Range Is 22.9% And 19.2% Of 41-51 Is Also Included In The Range Of 20-30 Years. 65% Of Governors Have Bachelor Degree, 32% Of Have Master Degree And 2,9% Of Have Phd Degree. When Marital Status Of Participants Are Examined, It Is Seen That 86,9% Are Married. When The Years Of Workind Examined, In The First Place With 26.5%, While 6-10 Years, Ranks Second 22.9'luk% Compared To 1-5 Years. 24.8% Of Governors Performed Their Duty In Central Anatolia, 18.3% Of In Black Sea Region And 18.3% Of In Marmara Region.

Reserch Shows That Employees Agree With Two Statements With The Highest Mean Scores Which Are "When Their Opinions Are Considered Important By Their Superiors, Subordinates' Eagerness To Work Increases" And "Motivational Rewarding Should Be Accordingly With Basic Leadership Principle Which Is Treating Everybody Fair And Square". In Addition To This It Is Possible To Say That Managers Believe That It Is Helpful To Create The Atmosphere For Subordinates To Believe In Organizational Aims And Values, To Include Subordinates To The Institutional Decision Making Process And To Imply Delegation In Order To Fulfill The Subordinates Need Of Respect And Recognition.

Superiors' Least Agreed Statements Are "Motivating Subordinates Is Not One Of Superiors' Duty" And "Promoting Mostly The Employees Who Has Relation To Superiors Does Not Effect Other Subordinates' Motivation.

According To The Least Agreed Statements, It Is Possible To Say That Managers Think That Promotion Of Subordinates Who Has Relation To Superiors Effect Their Motivation, Managers Should Deal With Subordinate's Personal Problems (Family, Money Etc.) And Managers Should Motivate The Subordinates And There Is A Relationship Between Subordinate's Motivation And Efficiency Level Of Organization's Communication Channels.

These Findings Indicate That Local Authorities Think That It Is Necessary To Increase Employees' Motivation In Order To Increase The Efficiency And Productivity In Public Institutions And They Believe That All Of The Motivation Tools Should Be Used In Their Possess. Also According To Findings, District Governments Are Agreed To Use Executive And Social Tools In Context Of Motivation Which Include

Participation To Decision Processes, Creation Of A Fair Reward And Fine System, Delegating And Consulting To Subordinates.

### **Results And Suggestions**

According To The Results, Most Of The Local Authorities Think That It Is Helpful To Use Motivation Tools And To Motivate Employees In Order To Achieve This Goal. One Of The Findings Indicates That Organizational Social And Personal Needs Differ According To The Local Authorities' Work Regions. Geographically, In Institutions On East Side, Factors Like Ignoring Worthy And Proficiency, Tribalism, Lack Of Trust And Political Choices Are Effecting Employment Processes And Creating Differences On Motivating Behaviours. In This Context, In Public Institutions Which Are Located In East, Personel Choosing Policies Should Be Adopted Accordingly With Professional Management Understanding. Also Another Subject In Context Of Motivation Is Motivating Employees To Give More Efficient Public Service Through Fulfilling Their Personel And Social Needs. Beside That, Creating An Enviroment Of Trust Through Solving Ethnic Origin Problems Is Another Necessity.

Another Finding Of Study Is That Local Authorities Have Their Different Opinons On Feedback And Fairness. Getting A Positive Feedback From Superior Is Very Important For An Employee. In Public Sector Which Material Motivation Tools Are Not Used, Managers Should Use The Motivation Tools Like Thanking, Commendation Certificate And Choosing Best Employee Of The Month. Besides, If Employees Think That Their Efforts Are Beneficial To The Organization Or To Society They Would Feel Motivated. For This, Motivation Tools Like Making Them Feel Their Efforts Are Worthy And Make Them Work With Pleasure Are Important Motivation Tools For Managers.

One Of The Most Important Negative Motivator Of Public Employees Is Subjective Evaluation. Managers' Evaluation Based On Their Employees Character And Way Of Thinking Demotivate Qualified Employees. So, An Objective Evaluation System Which Evaluates Only Employees Work Performances Should Be Adopted.