

Investigation Of The Effect Of Leadership Styles Of Generation X And Y On Creative Behaviour

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Extensive Summary

The purpose of this study was to investigate the effects of task-oriented and people-oriented leadership styles of Generation X and Y on creative behavior. In this context, the study examines the effect of task-oriented and people-oriented leadership on creative behavior with respect to the age, gender and duration of work of Generation X and Y. The research was conducted on 200 white-collar and blue-collar employees of five firms operating in the manufacturing sector in the Eastern Marmara Region. The two dimensional Administrative Matrix scale developed by Clark (2204) was used for task-oriented and people-oriented leadership styles. The creative behavior scale was derived from Sungur's (1997) study.

In order to examine the relationships between the variables, t-test was conducted for the age, gender and marital status of Generation X and Y; ANOVA test, factor analysis and regression analysis were carried out for their duration of work. The study showed important findings regarding leadership and creative behaviors of Generation X and Y.

Task-oriented leadership style includes providing opinions about business and setting goals to increase employee's performance, and encouraging them to take risks for difficult tasks. Since task-oriented leadership facilitates complex works, sets clear and specific goals for employees, supports employees to reach the goals, the manager has a significant effect on creative behavior of the employees. Creative works are difficult and complex. They are challenging. It is necessary to support the employees to do these tasks.

The questions related to people-oriented leadership factor of Generation X and Y employees differed with respect to gender. The mean of Generation X, $X_{mean}=4,5389$,

was seen to be higher than that of Generation Y, $Y_{mean}=4,0430$. The questions related to task-oriented leadership factor of Generation X and Y employees differed with respect to gender. It was found that the mean of Generation X, $X_{mean}=4,2934$, was higher than that of Generation Y, $Y_{mean}=3,9034$. The results showed that generation X adapted both leadership styles regarding gender more than Generation Y. There were no differences between the creative behaviors of generation X and Y. No difference was found between both leadership styles and creative behavior.

The questions related to people-oriented leadership factor of Generation X and Y differed with respect to marital status. The mean of those who were married, $X_{mean}=4,3506$, was found to be higher than those who were not, $X_{mean}=4,0152$. No significance was found between task-oriented leadership and creative behavior.

As for the tendency to people-oriented leadership, the mean of Generation X and Y with a work duration of 11-15 years was found to be higher than those with work duration of 1-5 years. ($X_{mean} 11-15=4,7143$; $X_{mean} 1-5=4,0411$). And for the tendency to task-oriented leadership, the mean of Generation X and Y with a work duration of 11-15 years was found to be higher than those with work duration of 1-5 years ($X_{mean} 11-15=4,3519$; $X_{mean} 1-5=3,9003$). In the present study, generation X was found to adapt both leadership styles regarding gender and duration of work.

People-oriented leaders tend to empathize with their employees, pay attention to them, and improve their performance and behaviors. They affect work performance positively. The fact that people-oriented leadership style has more effect on creative behavior than task-oriented leadership style shows that people-oriented leadership style should be adapted at work to reveal creative behavior in the working generation Y.

When the literature on leadership is considered, it is seen that behavioral leadership theory has an important place in terms of explaining the effect of leaders on the employees and organization. However, there are very few studies that investigate the effects of task- and people-oriented leadership styles and whether they differ from each other. Increasing the number of such studies on behavioral leadership theories will help reveal creative behaviors of the employees in different generations enabling the businesses to provide a competitive advantage.

Leaders' behaviors such as highlighting the goals of the organization, providing feedback related to the business they do to increase production enable to retain the employees in the organization, help them act towards the goals of the organization and adapt organizational values.