

The Analyzing Leadership Styles of Turkish Managers in the Scope of the Blake and Mouton's Managerial Grid

Hakan KOC, PhD

Arzu Kiliçlar, PhD

Irfan Yazicioglu, PhD

Gazi University

Faculty of Tourism

Department of Tourism Management

06830 Golbasi, Ankara, Turkey

Abstract

The managerial styles of the managers are so important for successes of the organizations. In this study the leader ship styles of the Turkish managers were examined in scope of Blake and Mouton's managerial grid in term of the age, gender, education level, working years as a manager, marriage statue, sectors and whether professional education have. For this aim, randomly 771 managers were selected from private and public sectors to apply questionnaires. The collected data were analyzed statistically. Managerial styles of Turkish managers in term of to be concern and to be concern production dimension of the managerial grid were determined.

Keywords: Turkish managers, Leadership Styles, Managerial Grid

1. Introduction

Management is defined as a process with which all business' activities is managed in accordance with plans for business to reach to targets. In this scope manager is defined as a person who makes jobs properly to their procedure to reach to determined targets. On the other side lider are a person who transforms whose ideas and will to the followers and trails in true or wrong way by whose personality and appearance (Garhi,2000:13).. It is impossible to say that every leader also has features like managers, however the effective managers is a person who can show leader feature in long term (Arıkan,2003:2). Therefore managers may contribute to their organization with their leader features and style. Human source is a one of the valuable source of organization, which plays the most important role to succeed organizational goals. Even if an organization has effective financial, equipments and technological source, it can't be successful without using effectively its human source.

The effective leadership is necessary to use and manage effectively human source of organization (Arıkan, 2003, s.1). There are many studies about the concept of the leadership in the literature. In that studies different theories and approach to the leadership concept were put forward by researchers, and answers of who is called as a leader, who can be a leader, what are the features of leader were also searched. With increasing studies about leadership, many different definitions were made by authors (Koç, 2007:18). Some of them are given below.

According to the Meija, Balkin and Cardy (2005:541) leadership is to have different style than others and to be successful in a situation in where nobody can be successful. Cook, Hunsaker and coffey (1997:463) were defined leadership concept as a process of motivation, energizing, followers voluntarily commitment to the leaders vision. Yukl (2002:413) defined as the process of influencing people to realize the determined group and organization goals. For Daft (199:323), leadership is an ability to determine the goals and targets for a group and also motivating group members to reach that goals and target. According to the Zel (2001:91) to get together people around determined goals and targets and direct them to realize those goals and targets.

Koçel (1999:423) defined leadership is as a process to influencing and directing other people' activities to reach individual and group goals and targets. The consciously commitment of the followers to the leader and the influence of the leader over followers are the main points of the all of the definitions of leadership concept.

In this way, leadership can be defined as processes of the discovering, direction and actuation of the knowledge, abilities and talents of the followers to realize common goals of members of the organization (Koç, 2007:19). In the modern organizations, to prefer leadership featured managers in the human source management process and importance of the leadership style are the topics that are taken in to account by academia and sectors in term of the efficiency of the organization.

The examining of the different aspects of the leadership styles becomes an important researching topic for sociology and management science. Many models were developed to explain leaders' behaviors in term of different aspects. By these models it is aimed to show the factors that determine and affect the leadership behaviors of the managers (Arıcı, 2002:2). The analyzing of the leadership styles of managers in the scope of the Blake and Moutons managerial grid scale is aimed in this study.

2. Blake and Moutons Managerial Grid Model

In a study in Ohio and Michigan Universities, it was carried out that leadership doesn't have only one dimension. Both task centralized and employee centralized type of the leadership provides success. The scale that was developed by Blake and Mouton is to measure leadership's task centralized and employee centralized behaviors. Blake and Mouton's managerial scale which is called as managerial grid reflects two dimensional sides of the leadership. (Simsek-Akgemici-Celik, 2003,s.191).

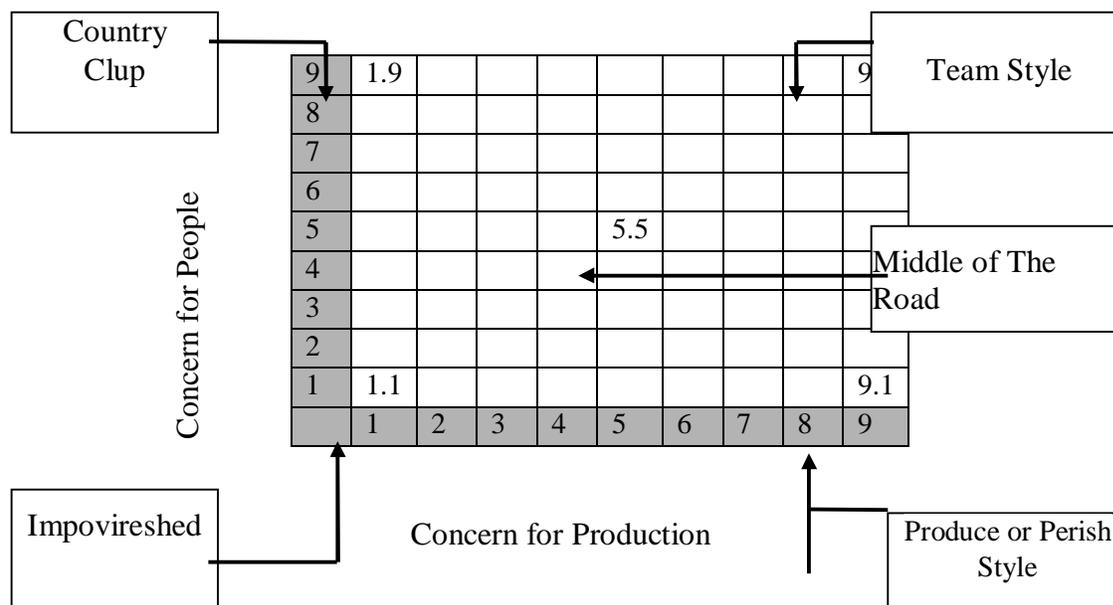


Figure-5: Behavioral Leadership Model (Blake-Mouton, 1969, s. 61).

Managerial grid style based on the concern for people and the concern for production dimensions. The model is represented as a grid with concern for production as the x-axis and concern for people as the y-axis; each axis ranges from 1 (Low) to 9 (High). Also, model identified five different leadership behaviors which are (Blake-Mouton, 1969, s. 62);

- Impoverished Style (1.1): in this style, managers have low concern for both people and production. Managers use this style to preserve job and job seniority, protecting themselves by avoiding getting into trouble. The main concern for the manager is not to be held responsible for any mistakes.
- Country Club Style (1.9): this style has a high concern for people and low concern for production. Managers using this style pay much attention to the security and comfort of the employees, in hopes that this will increase performance. The resulting atmosphere is usually friendly, but not necessarily very productive.

- Middle-of-The-Road Style (5.5): Managers using this style try to balance between company goals and workers' needs. By giving some concern to both people and production, managers who use this style hope to achieve suitable performance but doing so gives away a bit of each concern so that neither production nor people needs are met.
- Produce or Perish Style (9.1): with a high concern for production, and a low concern for people, managers using this style find employee needs unimportant; they provide their employees with money and expect performance in return. Managers using this style also pressure their employees through rules and punishments to achieve the company goals.
- Team Style (9.9): in this style, high concern is paid both to people and production. Managers choosing to use this style encourage teamwork and commitment among employees. This method relies heavily on making employees feel themselves to be constructive parts of the company.

3. Methodology

In this study, it is aimed to determine the profile of the Turkish managers' management styles in term of the age, gender, education level, duration of manager, sector and whether a Professional education and training have in the scope of the Blake and Mouton's managerial grid scale. In the literature, Could be found many studies that aimed to determined managers management styles such as Pop, M. and Pop, D., (2008), Singh, S. B., and Karunes, S., (2000), Riaz, M.K.et all (2012), Joyce S. Osland, et all. (1998), W.A. Evans, et all (1989), Kaur. R., (1993) and Rhee, Y. S. (1981). In the scope of the aim of the study, study was applied over randomly selected 771 managers from public and private sectors. To collect data from selected sample group a questionnaire was used. Questionnaire was prepared in accordance with Blake and Mount's Managerial grid scale. Blake and Mount's model based on the concern for people and the concern for production dimensions. Also, model identified five different leadership behaviors in term of the concern for people and the concern for production dimensions (Blake-Mouton, 1969, s. 62). To determine the location of the Turkish managers' managerial styles on managerial grid in term of some demographic variable was aimed by analyzing data, also the managerial style differences in term of the demographic factors were searched.

In this scope the hypotheses of the study were determined as following;

H₁: In term of the age variable Turkish managers' managerial behaviors significantly differs.

H₂: In term of the gender variable Turkish managers' managerial behaviors significantly differs.

H₃: In term of the marital status variable Turkish managers' managerial behaviors significantly differs.

H₄: In term of the education level variable Turkish managers' managerial behaviors significantly differs

H₅: In term of the sector variable Turkish managers' managerial behaviors significantly differs

H₆: In term of the managerial position variable Turkish managers' managerial behaviors significantly differs

H₇: In term of the working year variable Turkish managers' managerial behaviors significantly differs.

H₈: In term of whether a professional education and training have variable Turkish managers' managerial behaviors significantly differs.

4. Findings

Descriptive statistics about participator managers were given table 1.

Table 1: Descriptive statistics about participant managers

Ages	Frequency	Percent
20-25 age	23	3,0
26-30 age	43	5,6
31-35 age	95	12,3
36-40 age	155	20,1
41 age and over	455	59,0
Total	771	100,0
Genders	Frequency	Percent
Female	120	15,6
Male	651	84,4
Total	771	100,0
Marital Status	Frequency	Percent
Married	652	84,6
Single	119	15,4
Total	771	100,0
Education Levels	Frequency	Percent
Primary school	8	1,0
High School	50	6,5
College	96	12,5
Under Graduate	531	68,9
Graduate	86	11,2
Total	771	100,0
Sectors	Frequency	Percent
Public	680	88,2
Private	91	11,8
Total	771	100,0
Managerial Position	Frequency	Percent
Low level Manager	191	24,8
Middle level manager	407	52,8
Top level manager	173	22,4
Total	771	100,0
Working Years	Frequency	Percent
1 less	30	3,9
1-5 year	158	20,5
6-10 year	158	20,5
11-15 year	180	23,3
16 year	245	31,8
Total	771	100,0
whether a professional education and training have	Frequency	Percent
Yes	428	55,5
No	343	44,5
Total	771	100,0

According to the table one, 59,9% of the 771 manager were 41 age and over, in term of the gender variable 84,4% of the total participator managers were male and 15,6% were female. 84, 6% of the managers were married and 15, 4% of them were single. 68, 9% of the managers were undergraduate, after that 12, 5% of them were from college. The sectoral distributions of the managers; %88, 2 from public institutions and 11, 8% were from commercial institutions. In term of the managerial position 52, 8% of the manager were middle level managers and 22, 4% of them were top level managers.31, 8%of the managers' working times were 16 years and over. 55, 5% of the managers have professional manager education and training.

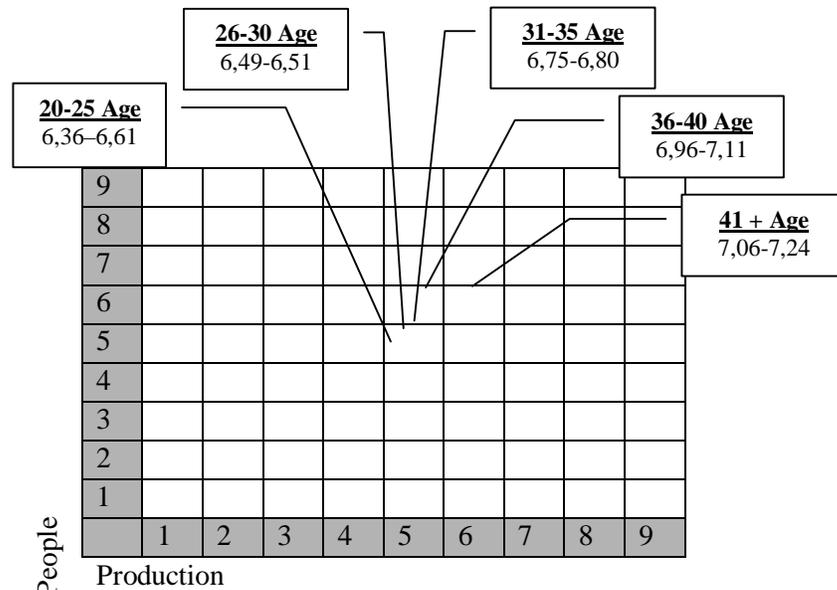


Figure 1: The Means on Managerial Grid in Term of the Age Variable

According to figure 1, 41 and over age group has the highest mean on chart. In other words with increasing in age of the managers, managers managerial behaviors focus on concern for people and concern for production. This result can be an evidence for the correlation between age variable and managerial behaviors.

Table 2: Differentiations in Dimensions of the Concern for People and Concern for Production In term of the Age Variable

		N	Mean	Std. Deviation	F	p
People	20-25 age	23	6,6135	1,16287	9,255	,000
	26-30 age	43	6,5168	1,22075		
	31-35 age	95	6,8023	1,11090		
	36-40 age	155	7,1176	1,00186		
	41 age and over	455	7,2437	,96359		
	Total	771	7,1046	1,03345		
Production	20-25 age	23	6,3671	1,21874	5,999	,000
	26-30 age	43	6,4987	1,13890		
	31-35 age	95	6,7520	1,08461		
	36-40 age	155	6,9642	,98212		
	41 age and over	455	7,0618	1,03246		
	Total	771	6,9519	1,05451		

Whether concern for people and concern for production dimensions differ in term of age groups was searched. According to the results there is a significant differentiation at 0, 05 significant level.

With increase in age of the managers the means of concern for people and concern for production dimensions increase parallel. It can be said there is a positive correlation between age groups and managerial behaviors. According to the managerial grid diagram, Turkish managers’ management styles are close to team style in 41 and over age group. And managerial styles’ means of managers are parallel to each others.

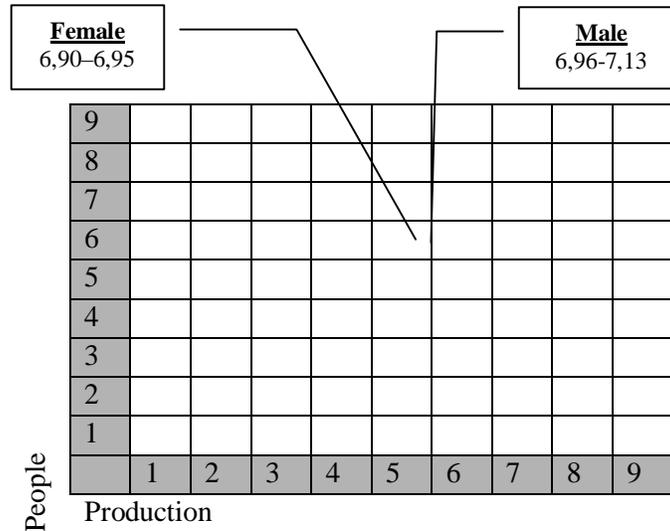


Figure 2: The Means on Managerial Grid in Term of the Gender Variable

According to the figure 2, differentiations of the male and female managers’ managerial styles are not remarkable. However, it may be said that the male managers’ managerial styles more devoted to the concern for production than female.

Table 3: Differentiations in Dimensions of the Concern for People and Concern for Production In term of the Gender Variable

	Gender	N	Mean	Std. Deviation	t	p
People	Female	120	6,9546	1,08470	-1,733	,084
	Male	651	7,1323	1,02219		
Production	Female	120	6,9009	1,07628	-,576	,565
	Male	651	6,9613	1,05102		

Whether concern for people and concern for production dimensions differ in term of gender was examined. According to the table 3, there is no a significant differentiation at 0, 05 significant level between female and male managers’ managerial styles. In other words managerial styles of Turkish managers don’t differ in term of the gender variable.

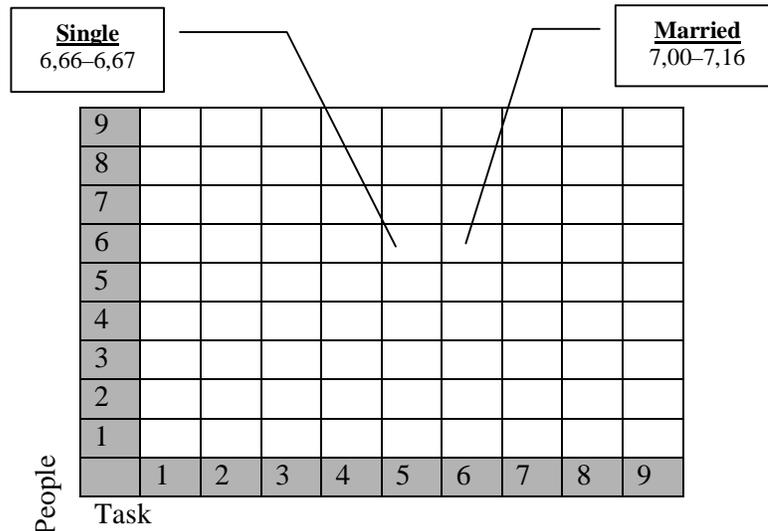


Figure 3: the Means on Managerial Grid in Term of the Marital Statue Variable

Figure 3 shows that differentiations of single and married managers’ managerial styles are remarkable. It may be said that the single managers’ managerial styles are more devoted to the middle road manager style and married managers’ styles are more devoted to the team manager styles. However there is no differentiation to be more concern for people than concern for production according to the marital statue.

Table 4: The Differences in Dimensions of to be Concern People and Concern Production in Term of the Marriage variable

Civil Status	N	Mean	Std. Deviation	t	p	
People	Married	652	7,1629	,99935	3,696	,000
	Single	119	6,7852	1,15667		
Production	Married	652	7,0041	1,02676	3,239	,001
	Single	119	6,6657	1,15863		

In table 4 whether the means of to be concern people and to be concern production dimensions of the participated managers differ in term of the marriage variable was examined. There is a significant differences at 0, 05 significant level. In other words the management styles of managers differ in term of the marriage variable on managerial grid diagram.

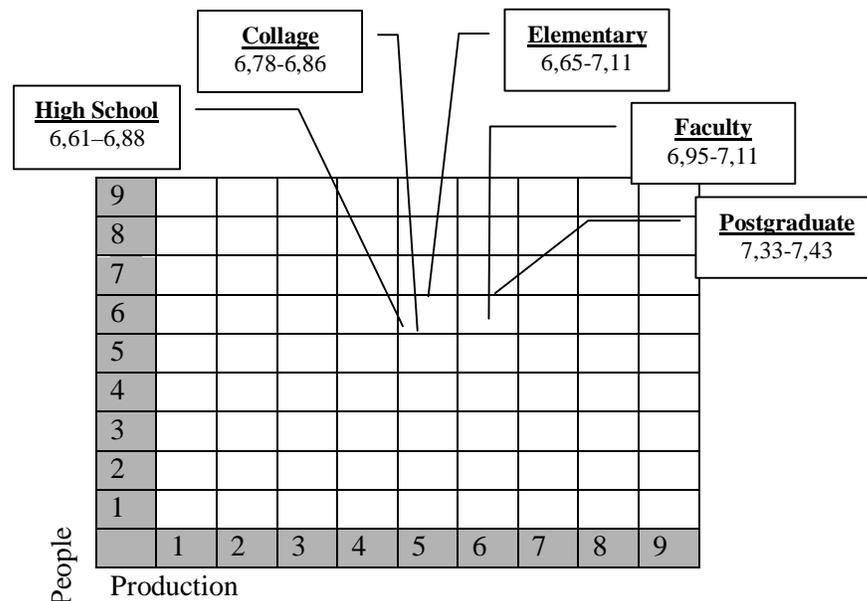


Figure 4: the Means in Term of the Education Variable on managerial Grid Diagram

According to the figure four, the managers, who have high education, have more managerial behaviors than others. It is possible to say that the managers who have graduate degree have more efficient managerial behaviors than others.

Table 5: Differences in the Dimensions of to be Concern People and Concern Production in Term of the Education Variable

Education		N	Mean	Std. Deviation	F	p
People	Elementary	8	7,1111	1,27103	4,024	,003
	High School	50	6,8867	1,01525		
	Collage	96	6,8681	1,16147		
	Faculty	531	7,1151	1,02574		
	Postgraduate	86	7,4302	,82496		
	Total	771	7,1046	1,03345		
Production	Elementary	8	6,6528	1,59964	4,993	,001
	High School	50	6,6156	1,01270		
	Collage	96	6,7870	1,23040		
	Faculty	531	6,9554	1,02655		
	Postgraduate	86	7,3372	,86763		
	Total	771	6,9519	1,05451		

The differences of the means of the dimensions of to be concern people and concern production in term of the education level was give in table 5. Table five shows that there is a significant difference at significant level 0, 05 in term of education variable. In other words managers’ managerial styles differ in term of the education level.

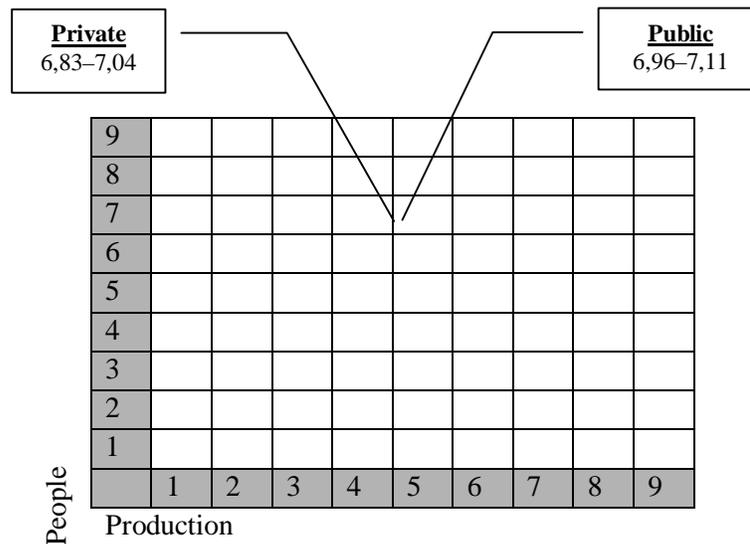


Figure 5: the Means in Term of the Sector Variable on managerial Grid Diagram

When the means of dimensions of the managers in term of the sector is examined, managers who work public institutions have more efficient managerial behaviors than private institutions. Public sector worker managers more concern to be people and production than private sectors’ worker manager. But, the differences between public and private sectors managers aren’t so certain.

Table 6: Differences in the Dimensions of to be Concern People and Concern Production in Term of the Sector Variable

Sector		N	Mean	Std. Deviation	t	p
People	Public	680	7,1132	1,04653	,632	,528
	Private	91	7,0403	,93264		
Production	Public	680	6,9675	1,04617	1,124	,261
	Private	91	6,8352	1,11399		

The differences of the means of the dimensions of to be concern people and concern production in term of the sector level was give in table 6. Table six indicates that there isn't a significant difference at significant level 0, 05 in term of sector variable. In other words managers' managerial styles don't differ whether work in public institution or work in private institution.

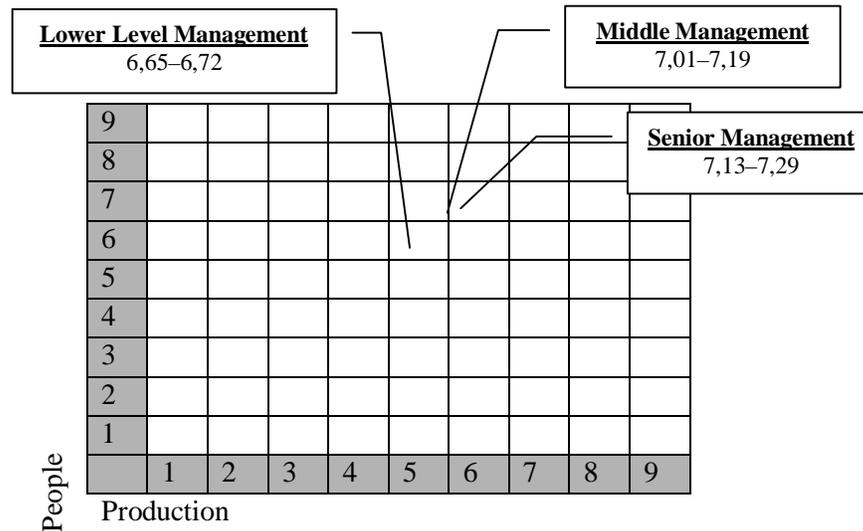


Figure 5: the Means in Term of the Managerial Position on managerial Grid Diagram

The average score of the managers' managerial position on managerial diagram shows that the managerial behaviors of managers increasing by increasing managerial position. In other words top level managers more concern people and production than others.

Table 7: Differences in the Dimensions of to be Concern People and Concern Production in managerial Position Variable

Managerial Positions			N	Mean	Std. Deviation	F	p
People	Lower Level Management	Level	191	6,7295	1,13841	18,091	,000
	Middle Management		407	7,1977	,96670		
	Senior Management		173	7,2999	,96368		
	Total		771	7,1046	1,03345		
Production	Lower Level Management	Level	191	6,6562	1,16769	11,038	,000
	Middle Management		407	7,0137	,98440		
	Senior Management		173	7,1329	1,02248		
	Total		771	6,9519	1,05451		

The differences of the means of the dimensions of to be concern people and concern production in term of the managerial position was give in table 7. Table seven indicates that there is a significant difference at significant level 0, 05 in term of managerial position. In other words managers’ managerial styles differ according to the managerial position.

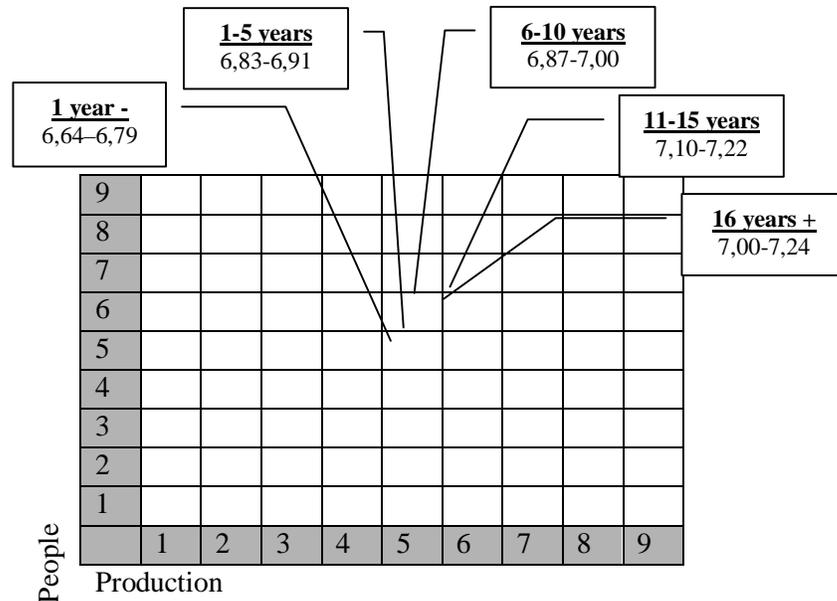


Figure 7: the Means in Term of the Working Year Variable on managerial Grid Diagram

The average score of the managers’ working year on managerial diagram shows that the managerial behaviors in the dimensions of concern people and concern production of managers increasing by increasing working years. This situation can be seen as evidence for the correlation between the managers’ managerial behaviors and working year variable.

Table 8: Differences in the Dimensions of to be Concern People and Concern Production in Term of the Working Year Variable

Year of Study		N	Mean	Std. Deviation	F	p
People	1 less	30	6,7926	1,28678	4,159	,002
	1-5 year	158	6,9156	1,12730		
	6-10 year	158	7,0021	,95569		
	11-15 year	180	7,2259	,95775		
	16 year	245	7,2417	1,01176		
	Total	771	7,1046	1,03345		
Production	1 less	30	6,6481	1,37362	2,362	,049
	1-5 year	158	6,8354	1,06690		
	6-10 year	158	6,8790	,92150		
	11-15 year	180	7,1031	1,02544		
	16 year	245	7,0000	1,09177		
	Total	771	6,9519	1,05451		

The differences of the means of the dimensions of to be concern people and concern production in term of the working year was indicated on table 8. Table eight indicates that to be more concern people and to be more concern production differ significantly according to the working year at significant level 0, 05. In other words, there is a positive relationship between working year and managerial styles of managers.

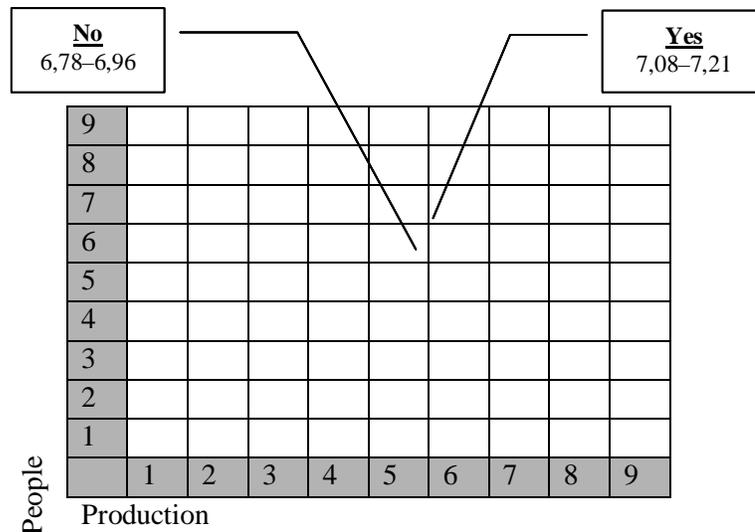


Figure 9: the Means in Term of the Variable of Whether Have a Professional Education and Training on Managerial Grid Diagram

According to the figure nine the managers who have professional education and training are more concern people and production than other managers who don't have a Professional education and training. To have professional education and training over management science effect managerial styles.

Table 8: Differences in the Dimensions of to be Concern People and Concern Production in Term of whether have a Professional Education and Training Variable

Management Education		N	Mean	Std. Deviation	t	p
People	Yes	428	7,2163	,97046	3,373	,001
	No	343	6,9653	1,09256		
Task	Yes	428	7,0831	,96360	3,895	,000
	No	343	6,7881	1,13838		

The differences of the means of the dimensions of to be concern people and concern production in term of the whether have a professional education and training on was indicated on table 9. Table nine indicates that to be more concern people and to be more concern production differs significantly according to whether have a professional education and training at significant level 0, 05. In other words, there is a positive relationship between whether a professional education has and training and managerial styles of managers.

5. Results

In this study, to determine managerial styles of managers in accordance with managerial grid diagram, which was developed by Blake and Mouton, is aimed. The collected data analyzed troughs this scope and the results of analyzing are given below.

1. According to the managerial grid means, there are significant differences in the managerial styles of managers in term of the age variable. Differences occur both to be concern people and to be concern production dimension of managerial styles of managers. By increasing of the age, efficiency of the managerial behaviors also increases. These results indicate that here is a positive relationship between managerial efficiency.
2. In term of the gender variable, there isn't a significant difference between managerial styles of managers. This results show that gender doesn't have effect over managerial styles of managers.
3. There are significant differences in the managerial styles of managers in term of the marriage variable in managerial grid means.
4. To be concern people and to be concern production are differ by whether married or In other words managerial styles of managers differ in accordance with their marriage position. The married managers' means are higher than single managers' in managerial diagram.

5. In term of the education level variable, there is a significant difference between managerial styles of managers. This results show that education level have effect over managerial styles of managers. By increasing of the education level of managers, managerial styles of the managers differ.
6. In term of sector variable, there isn't a significant difference between managerial styles of managers. The sector in where managers work isn't a determinant of the managerial style in accordance with managerial grid diagram.
7. The managerial styles of managers differ both to be concern people and to be concern production dimension in term of their managerial position. In other words the managerial position is a determinant of the managerial styles of the managers. Senior managers more concern people and production dimensions of the managerial grid diagram than other level managers.
8. There is a significant difference between managerial styles of managers, in term of their working years. The working year affects managers' managerial attitudes. By increasing year, the efficiency of the managers' managerial behaviors increases.
9. Managerial styles of managers differ in term of whether they have Professional education and training or not. In other words Professional education and training affects managerial styles of managers.
10. As a result, there are some differences managers' managerial styles of managers in term of some variables in accordance with managerial grid. To be senior, to be married, to have high education level, managerial position, working years and to have Professional education training positively affect managers' managerial behaviors.

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