

The factors related strategic leader actions in Turkish public healthcare management and perceived achievement

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Abstract

Structural changes taking place all over the world in the last 40 years in the health sector has brought about rapid development of the health sector in our country. One of the change in health system in Turkey is the establishment of Institution of Turkish Public Hospitals and General Secretariat with the legal regulation numbered 663. With the new law employment of managers, work in General Secretaries and hospitals, is made by performance-based model. These developments in the health system cause that the features of strategic leadership of managers should be reconsidered. Similarly, the impact of structural change is expected to be on the institutional environment. Performance-based employment of managers will be converted into the more complex environment of stable environmental conditions of the public health sector. Therefore, it is considered that managers, work in the health sector, use more the features of strategic leadership. In this study, the goal is that to determine the using level of the features of strategic leadership of managers work in Institution of Turkish Public Hospitals and provincial hospitals, to identify the personal and environmental factors affecting these features and to learn perception of success. 105 managers have been participated in the study. Strategic Leadership Survey used for collecting data. As a result, it is determined that managers use ethical leadership more often all aspects of strategic leadership. % 43 of the participants assessed working environment as stagnant and % 91.43 of the participants assessed themselves as very successful. Moreover, there is a significant relationship between the features of strategic leadership of managers and personal features of them.

Keywords : Strategic leadership, strategic management, perception of success, public health sector.

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1. Introduction

Today, in almost every sector, economic, social, political, scientific and cultural conditions, especially technology, are constantly changing. This change brings ambiguous conditions together. Organizations must constantly observe and adapt to changes in the external environment in order to continue their activities on uncertain conditions. The ability of organizations to keep pace with these changes is made possible by having a long-term vision, that is, by making strategic management effective. Public organizations, not only the private sector but also the main purpose to provide the best service in the most effective and productive way, must develop strategies and methods and reach the desired targets.

Organizations need to be strategically managed from the sectoral point of view for reasons such as rational use of scarce resources, increased competition, consumer expectations, supply-demand balance, legal regulations, changes in sectoral markets, costs, demographic structure (Terzic-Supic et al., 2015). Strategic management consists of taking, implementing and evaluating decisions that enable an organization to achieve its long-term strategic goals. Strategic management is to recognize the changing situation in advance; to set clear goals and orientations; the effective communication of the operator; enabling the effective use of resources and budget (Guclu, 2003). Strategic management process can only be realized with leaders who have a sense of strategic thinking and ability to act. With this awareness, managers or leaders know that the system is in constant change and that it is necessary to produce and implement a variety of strategies to suit changing environmental conditions (Erdem, 2006). In the management literature, the concept of strategic leadership came after the middle of the 1980s. Work carried out during this period has shifted from supervisory leadership work to strategic leadership work and senior managers (Boal & Hooijberg, 2001).

According to Hitt, Ireland and Hoskisson (1999), strategic leadership is the ability to see the future, to set the vision, to provide flexibility and to empower employees to achieve the necessary strategic change. It is the sequence of processes that organizations pursue to establish effective relationships between human resources, technology, business processes and business opportunities in order to create economic, social and intellectual capital in terms of shareholders, society and employees (Sosik et al., 2005). It is a process involving the whole organization, such as preparing the organization for the future, developing new job opportunities, providing the necessary resources, and coping with changing situations (Adair, 2005). According to Boal and Schultz (2007), strategic leadership is the ability to make a number of important decisions both based on work and engagement, not only related to the future of the organization but also of time and importance in terms of the present and the past. Strategic leadership is the wisdom and ability to make important decisions about goals, actions and tactics in a highly variable, chaotic environment (Pisapia, 2009). In this context, the leader can provide competitive advantage in the knitted outer environment by exhibiting both the transformer and the processor leadership behaviors (Vera & Crossan, 2004). Leadership involves creating a vision, sharing this vision with others, thereby providing the necessary information and methods for realizing the vision, and balancing the interests of all members (Kumar, Adhish & Deoki, 2014). For this reason, strategic leadership is a function that should be fulfilled only by the top management team, not by the top management (Boal & Hooijberg, 2001).

Strategic leadership in the literature is explained by various models. Adair (2005) describes strategic leadership practices with three ring models. Three key roles are expected in the model from a strategic leader. These are achieving common goals, building teams and improving human resources. According to the model, strategic leadership practices were examined in seven dimensions, based on three roles of the leader (Adair, 2005). In the strategic leadership model of Ulgen and Mirze (2004), the strategic leadership process is handled in two dimensions as "hard and soft elements". According to the model, strategic analysis and rational decision-making are soft elements that include human-related issues that are essential for the success of the organization's talent, organizational culture and strategic leadership, while the process is tough. For this reason, the strategic leader should be able to lead the implementation of the strategy, to create the vision, to implement the strategy and to take corrective measures to increase the strategic performance, to ensure the strategic and effective use of technology, to affect others feelings and behaviors meaningfully and positively, to cope with ambiguities, to be able to make bold decisions in accordance with environmental conditions, to be able to learn and adapt, to be flexible, to fulfill

ethical standards, to be able to see the future, to manage human resources effectively, to have confidence in employees, to constantly question and develop their own paradigms and abilities, to recognize new opportunities and to support innovative ideas, to build good relationships with stakeholders, to form consensus in strategy formulation and implementation, such as keeping the elite under control (Ulgen & Mirze, 2004).

As mentioned above, in a multifaceted environment where global change, uncertainty and confusion exist, leaders must demonstrate diverse leadership qualities in order to accomplish their tasks. According to Pisapia (2009), the strategic leader is expected to demonstrate four key strategic leadership behaviors: transformational, managerial, ethical, and political, based on their presence and status. From this point of view, there are four directions in the ambush of the strategic leader. Transformational actions in the north, administrative actions in the south, and balancing ethical actions in the east and political actions in the west (Pisapia, Reyes-Guerra & Yasin, 2006).

In this study, the strategic features of managers will be examined according to Pisapia's strategic leadership model, so that the transformational, managerial, ethical and political strategic behaviors in the model will be addressed. Pisapia (2009) states that strategic leaders should use four key strategic leadership features: transformational, administrative, ethical and political. According to Pisapia (2009), strategic leadership is a multi-factor approach that emphasizes the balance between the transformer, managerial, existing political reality and ethical nature of work. And successful leaders are expected to use more strategic leadership than their unsuccessful leaders.

According to transformational leadership, the leader is the person who changes the needs of its employees, the value judgments, and delivers the organizations' superior performance through exchange and renewal. However, in order to be able to do this, it is necessary for the leaders to have a vision and to accept it to their employees (Ahmet-Orkun, 2004). Transformational leaders inspire, motivate, intellectually encourage, and individually support their subordinates to play an important role in organizational development (Bass & Steidlmeier, 1999). Transformational leaders are leaders who are followed in terms of ethical values exemplified by employees who are open-minded and willing to learn (Zhu et al., 2011). These organizational conditions provide positive results in creating group ethics. Employees who are committed to ethical values will work for the organization and the community (Bass & Avolio, 1990). Likewise, ethical leaders have a strong motivation to create a moral atmosphere. Of course, it is not easy for the strategic leader to transform both his subordinates and to be a role model of ethical behavior. Leaders can manipulate when they force their subordinates to change. However, he does not often prefer the manipulation expected from the strategic leader (Bass & Steidlmeier, 1999). Political leaders focus on allocating and effectively using resources to increase and protect their strengths and to facilitate organizational success. Political leaders see their followers as competitors and take care to develop relationships by meeting and meeting their needs (Ahearn et al., 2004).

The countries where strategic management is widely used in public administration are the USA, Canada, Australia, UK, Sweden, Ireland, Finland and Denmark (Serkan, 2010). One of the most important examples of the "Strategic Management" model in Turkey is the "Health Transformation Program". With this program, the targets to be reached in health and the resources needed to reach these targets are planned. Within this context, the Strategic Management Model has been chosen to ensure fiscal discipline in the new public financial management process, to distribute resources according to strategic priorities, to monitor whether these resources are being used efficiently and effectively, and to develop accountability responsibilities based on them. In the Strategic Management Model includes three phases: strategic planning, strategic implementation, and strategic control. The Ministry of Health has completed the first stage with the "2010-2014 Strategic Plan" (MoH Strategic Plan 2010-2014 / 2013-2017).

The second step in the Health Transformation Program is the "Restructuring of Health Sector Project". One of the biggest structures created in this project is the establishment of the Public Hospitals Association of Turkey and the creation of Public Hospital Unions (General Secretariat) by merging the hospital administrations. The concept of contracted managers has been developed to make public hospitals more productive and enable them to compete with other actors in the sector. A total of 88 general secretaries have been formed throughout the country, usually one general secretariat for each province and more than one for those with a large population. Public Hospital Unions top executives consist of the general secretary, the administrative services, the medical

services and the head of financial services. In order to evaluate the manager's resource utilization, service delivery efficiency and productivity, the "Productivity Scorecard" system has been developed as an example from the "Balanced Score Card" model. When scorecard calculations are made, each manager's indicator scores for his/her duty are calculated one by one, and a single report card is given as the general secretary. According to the calculated score, it is rated as general secretariats A, B, C, D, E group. If the executive group is dropped, the contract is cancelled by failing. In this system, it is inevitable for managers to make a strategic plan and to act in this direction in order to be successful.

The aim of this study is to investigate the extent to which the Secretary General, the heads of the medical services, the heads of the administrative services and the heads of the financial services of the Ministry of Health Turkey Public Hospitals Authority (Vice Presidents and Department Heads) and the general secretariats affiliated to the Agency use their strategic leadership qualities. One of the objectives of the research is to determine what personal and organizational characteristics influence the way managers use strategic leadership features and to investigate whether the use of strategic leadership features and personal and organizational characteristics have an effect on managers' perceptions of individual achievement.

2. Method

The conceptual framework of the research is that leadership qualities are influenced by organizational environment and personal characteristics; leadership qualities and how the leader's personal and organizational environment characteristics influence individual perception of performance (see Figure 1).

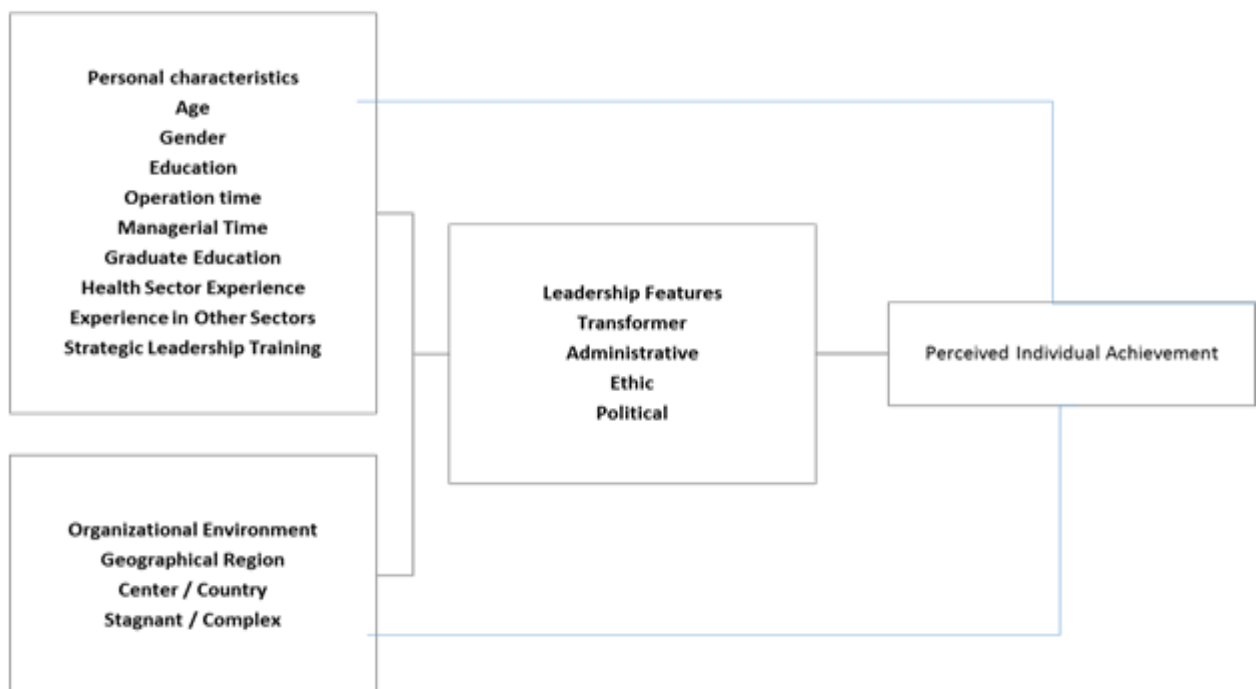


Figure 1. Model of the research

In this research, the use of strategic leadership characteristics of organizational and personal characteristics of managers and their effect on perceived success are tested. The "Strategic Leadership Questionnaire-SLQ" used in this research was developed by Daniel Reyes-Guerra and John Pisapia from Atlantic University and adapted to Turkish by Ugurluoglu (2009).

The questionnaire consists of four parts. In the first part, the demographic and personal information required for the research; in the second part, 64 questions aimed to measure strategic leadership qualities; 10 questions that measure leadership effectiveness in the third section and 11 questions in the last section in order to collect data about the environment in which the institution is located.

In the questionnaire used as data collection tool, strategic leadership was taken with four dimensions. These are political, ethical, administrative and transformational leadership. The Cronbach Alpha coefficients calculated on the responses to the SLQ subscales. The Cronbach Alpha coefficients were found to be 0.78-0.800-0.819 and 0.8860, respectively. Strategic leadership total Alpha value is 0.938; Alpha value for the institutional environment is 0,797; Alpha value for leader effectiveness was found to be 0.910. The calculated reliability values of 0.70 and higher indicate that the measurement tool is reliable. The population of the research constitutes the administrators serving in the Ministry of Health, the Public Hospitals Authority of Turkey and general secretariats affiliated to the Agency. The numerical distribution of the head office and affiliated general secretariats is shown in Table 1.

Table 1. Number of Managers in the Researcher's Universe

	Number
Managers in the Corporate Center	
Vice Chairman of the Board	4
Head of Department	31
Director in Charge of General Secretariat	
Secretary General	86
Head of Administrative Services	83
Head of Financial Services	75
Head of Medical Services	57
Total	336

Source: Turkish Public Hospitals Authority (Data obtained in June 2014)

In order to apply the questionnaire to the administrators, necessary permission was obtained from the Public Hospitals of Turkey and the questionnaire was sent online to the e-mail addresses of the administrators. After one month, 4.7% of the targeted managers were reached and the survey was sent online again because of the low attendance. When there was no returning online, a telephone interview was made with the managers and a questionnaire was sent via fax and telephone to the general secretaries of the administrators and a total of 105 (31.25%) administrators returned.

Frequencies and percentages and cross tables were used to assess the personal characteristics of the managers involved in the research, such as age, occupation and gender, and the use of strategic leadership characteristics according to organizational environmental variables such as the number of hospitals and the type of hospitals they were working in. Regression analysis was used to demonstrate the effects of managers' personal and organizational characteristics, strategic leadership characteristics and individual perception of success. In addition, the significance test and oneway analysis of variance were used to determine whether the scores of the managers' strategic leadership characteristics differed according to various variables. Tests of hypotheses have taken into account the results of regression analysis.

3. Results

Personal characteristics of managers participating in the study are shown in Table 2. 47.6% of the participants were graduated from Faculty of Medicine and 52,4% were graduated from Faculty of Economics and Administrative Sciences, Department of Health Administration and Business Administration. While 24.28% of the participants were the Heads of Public Hospitals Institution of Turkey (Head of Department and Deputy Head of Institution), 75.2% were administrators of General Secretariat (19% were Secretary General and 22.9% , 18.1% of the Financial Services Chief, 15.2% of the Medical Services Chief); 95.2% were male; 55.2% were under the age of 41, 61.9% were in managerial work experience less than 10 years; 44%, 8% have a licensed training and 57.1% have received in-service training on strategy management.

Table 2. Descriptive Characteristics of Participants

Personal Features	N	%
Job		
Doctor	50	47.6
Executive (Economics and Administrative Sciences, Health Management)	55	52.4
Position		
Vice President, Public Hospitals, Turkey	2	1.9
Head of Department of Public Hospitals Institution of Turkey	24	22.9
Secretary General	20	19.0
Head of Administrative Services	24	22.9
Head of Financial Services	19	18.1
Head of Medical Services	16	15.2
Gender		
Woman	5	4.8
Male	100	95.2
Age		
≤41 years	58	55.2
≥42 years	47	44.8
Business Experience in Management		
≤10 years	65	61.9
≥11 years	40	38.1
Graduate Education		
No	58	55.2
Yes	47	44.8
Strategic Leadership Training		
No	45	42.9
Yes	60	57.1
Total	105	100

Table 3 shows the distribution of the administrators participating in the study according to the regions studied. According to this, 8.57% of the directors are in the Mediterranean Region; 12,39% in the Marmara Region; 32,38% in Central Anatolia Region; 12,39% in Aegean Region; 19,04% in the Black Sea Region and 15,23% in the Eastern and Southeastern Anatolia Regions.

Table 3. Distribution by region of participants they work

Regions	N	%
The Mediterranean Region	9	8,57
Marmara Region	13	12,39
Central Anatolia Region	34	32,38
Aegean Region	13	12,39
Black Sea Region	20	19,04
Eastern and Southeastern Anatolia Region	16	15,23
Total	105	100

Table 4 examines the environments of the managers involved in the study and how they perceive their own successes. While 8.57% of the managers evaluated the environmental conditions they work in a complicated way, 91.43% were stagnant. However, 54.28% of the managers consider themselves very successful and 45.72% less successful.

Table 4. Evaluation of the Perceptions and Achievement Perceptions of the Managers Involved in the Survey (N = 105)

Variable	N	%
Environmental Conditions		
Complex	9	8,57
Stagnant	96	91,43
Perception of Success		
Very successful	57	54,28
Less Successful	48	45,72

In Table 5 it is seen that the managers involved in the research use the strategic leadership sub-dimensions. According to this table, managers use all the dimensions of strategic leadership features to a large extent. However, ethical (50.47%) and political (49.52%) leadership qualities are used more than administrative (54.28%) and transformational (51.42%) leadership qualities.

Table 5. Assessment of Situation of the Use of Strategic Leadership Lower Dimensions by Surveyors Participating in the Survey (N = 105)

Sub Dimensions	Uses		Uses a little		Not using	
	N	%	N	%	N	%
Political Leadership	52	49,52	49	46,66	4	3,80
Ethical Leadership	53	50,47	51	48,57	1	0,95
Administrative Leadership	45	42,85	57	54,28	3	2,85
Transformational Leadership	50	47,61	54	51,42	1	0,95

In this section, the managers who participated in the research are classified according to their region, age, gender, graduated department, duration of study, duration of management, position, status of graduate education, experience of health sector, experience in other sectors, strategic leadership characteristics and individual perception of success. In Table 6, the scores of managerial, administrative, transformational, ethical and political leadership qualities and individual achievement perceptions of the managers participating in the research were compared according to various variables and t-test and ANOVA results were shown.

Transformational leadership scores of managers show a meaningful difference in terms of managerial administration periods ($t = -1.777$, $p < 0.10$); their positions ($t = -1.798$, $p < 0.10$); their postgraduate education ($t = 2.189$, $p < 0.05$); their experiences in health sector ($t = -2.712$, $p < 0.05$) and the institutional environment ($t = -2.188$, $p < 0.05$).

Transformational leadership scores are higher than managers who are more than 11 years old (4.18) than those who are 11 years old (4.03); the managers working at the General Secretariat (4.18) are higher than those working at the Public Hospitals Institution (3.97); the managers who receive the postgraduate education (4.18) than those who do not receive postgraduate training (4.01); those with no experience in the health sector (4.15) than those with experience (3.91); those who perceived that the institutional environment is stagnant (4.15) than to be perceived complexity (3.97).

It was found that managers' managerial leadership scores were statistically significant ($t = -1.986$, $p \leq 0.05$) compared to those receiving strategic leadership training and that managers who did not receive any strategic leadership training (4.06) had a higher managerial leadership score than those who received leadership training (3.83).

The ethical leadership scores of managers were found to be statistically significant in terms of age ($t = 1.689$, $p < 0.10$), graduation ($t = 2.159$, $p \leq 0.05$) and study duration ($t = -1.725$, $p < 0.10$). Managers who are under the age of 42 (4.47) have a higher ethical leadership score than those aged 42 or older (4.36); who are graduates of medical school (4.48) than those who graduates of management sciences (4.34); who employees are 16 years or longer (4.45) than those who are less than 16 years (4.33).

The political leadership scores of the managers were found to be statistically significant in terms of the status of postgraduate education ($t = 2.514$, $p \leq 0.05$) and health sector experience ($t = -1.931$, $p < 0.10$). Political leadership scores (3.95) of managers receiving a postgraduate degree are statistically significantly higher than non degree (3.68); those with no experience in the health sector (3.87) than those who with experience (3.64).

Perceived individual achievement scores of the managers were found to be statistically significant in terms of gender ($t = 3.895$, $p \leq 0.05$), managerial duration ($t = 2.413$, $p \leq 0.05$) and health sector experience ($t = 2.138$, $p \leq 0.05$). Perceived individual achievement scores of female managers (3.52) are statistically higher than male managers' scores (2.40); those who are shorter than 11 years (2.57), those who are more than 11 years (2.25); those who have health sector experience (2.67) or those with no health sector experience (2.37).

The state of disclosure of the perceived individual achievement scores of the strategic leadership features of the managers participating in the study was examined by regression analysis and the results are given in Table 7. According to these results, the generated regression model is statistically significant ($F_{(2,567)} = 7.013$, $p \leq 0.05$). The strategic leadership characteristics of managers (transformational, managerial, ethical and political leadership) account for 22% of the total variance of success perceptions. While transformational, ethical, and managerial leadership characteristics showed a positive relationship with perceived individual achievement, it was found that there was a negative relationship between the political leadership ability.

4. Discussion and Conclusion

In today's health sector, the success of managers in the private sector, both in the national and international arena, is based on the competitive power. Performance-based appointments as a result of structural reforms in the Turkish healthcare system since 2011 require managers to use strategic leadership features in order to adapt to new conditions.

While 8,57% of the managers in the study considered the environmental conditions they worked as complicated, 91,43% of them were stagnant. However, 54.28% of the managers consider themselves very successful and 45.72% less successful.

It appears that managers use all dimensions of strategic leadership features to a large extent in the research. However, managers were found to use more ethical (50.47%) and political (49.52%); less transformational (51.42%) and managerial (54,28%) leadership qualities. This finding is similar to the work of Ugurluoglu in 2009, which examines the use of strategic leadership characteristics of hospital managers in Turkey. The fact that managers mostly show ethical leadership qualities can be explained by their desire to use ethical principles and values in the context of institutional culture and to use these values in appropriate places. This approach may be due to the public working culture.

It has been researched whether there is a meaningful difference between the personal characteristics of managers and the levels of use of strategic leadership features in the research. Significant relationships between these variables are highlighted below. When the relationship between the personal characteristics of managers and the levels of use of strategic leadership features is examined in the literature, there is no significant relationship between the personal characteristics of the managers and the leadership characteristics (Pisapia, Reyes-Guerra & Yasin, 2006; Ugurluoglu & Celik, 2009; Stoner & Freeman, 1989).

The managers' transformational leadership scores differ significantly from managerial periods, whether they are receiving postgraduate education, their experience in the health sector, and the institutional environment. According to the results obtained in the study, it can be said that those who have more than 11 years of managerial time, those working at the General Secretariat, those who are in the post graduate education, those who are not experienced in the health sector and those who are stagnant in the institutional environment have higher transformational leadership scores. This study shows that as the institutional environment becomes stagnant, managers show a transformationist leadership characteristic. While this result is consistent with the results of Ugurluoglu (2009), it is not similar to some studies argue that a changing environment will increase the transformational leadership (Hinkin & Tracey, 1999; Davidhizar, 1993). This result may be due to the fact that stagnant environmental conditions prepare appropriate conditions for the manager to demonstrate strategic leadership characteristics. The fact that work has been applied to managers of the Ministry of Health, which has more stagnant and distinct environmental conditions, can explain the consequences of working in this direction.

In the study of Uguroglu (2009), it is seen that the managers with the transformationist leadership qualification have strategic management education. In this study, the situation of strategic management education is related to the managerial leadership dimension. However, the results showed that those who did not receive this training had more managerial leadership ability than those who did not. Hauck et al. pointed out that nurses who have the leadership of transformational leadership lead organizational change and gain time in evidence based practice to nurses by providing vision, human and financial resources (Hauck, Winsett & Kuric, 2013).

The ethical leadership scores of managers show statistically significant changes in terms of age, graduated department and working time. Those who are under the age of 42, those who graduate from the medical school, those who are 16 years or longer, have a higher ethical leadership rating.

In similar studies (Ugurluoglu, 2009) there was no statistically significant relationship between managers' political leadership scores and no variables, while in this study the scores of political leadership of those who were not in the post-graduate education field and those in the health sector were found to be statistically significantly higher.

Perceived Individual achievement scores of managers were found to be statistically significant in terms of gender, managerial duration and experience of health sector. Female managers are shorter than 11 years, and managers who have experience in the health sector have higher individual perception scores.

Table 6. Comparison of managerial, managerial, ethical and political leadership characteristics and individual achievement perceptions scores of the survey participants with respect to various variables

Variable s	Conversionist Leadership				Managerial Leadership				Ethical Leadership				Political Leadership				Individual Achievement Score				
	Me an	SS	F/t	p	Or t.	SS	F/t	p	Or t.	SS	F/t	p	Or t.	SS	F/t	p	Or t.	SS	F/t	p	
Regions																					
Mediterranean	4.0	0.		0.0	3.	0.	1.2	0.2	4.3	0.	0.3	0.8	3.	0.	0.9	0.4	2.4	0.	0.5		
Marmara	4.3	0.			4.	1.			4.4	0.			3.	0.			2.3	0.			
Central Anatolia	4	40	1.9		28	09			6	39			96	67			0	64			
Aegean	3.9	0.	14		3.	0.			4.4	0.			3.	0.			2.6	0.			0.7
Black	9	44			92	48			2	37			88	65			1	63			55
	4.0	0.			3.	0.			4.3	0.			3.	0.			2.3	0.			
	6	39			83	37			4	26			79	38			9	76			
	4.1	0.			3.	0.			4.4	0.			3.	0.			2.4	0.			

Sea	3	41			94	47			3	29			73	58			0	53		
East and South	4.0	0.			3.	0.			4.3	0.			3.	0.			2.4	0.		
East	2	37			84	44			9	40			59	40			6	88		
Age																				
42>	4.0	0.		0.9	4.	0.	0.8	0.3	4.4	0.	1.6	0.0	3.	0.	0.2	0.7	2.4	0.	-	
	9	46	0.1	87	02	74	75	83	7**	30	89	94*	81	63	78	81	4	60	0.1	0.8
42≤	4.0	0.	61		3.	0.			4.3	0.			3.	0.			2.4	0.	54	78
	9	37			91	46			6	36			79	49			6	73		
Gender																				
Woman	4.1	0.			3.	0.			4.2	0.			3.	0.	0.3	0.7	3.5	0.		
	4	33	0.2	0.7	96	56	0.7	0.4	9	35	0.7	0.4	89	28	51	26	2**	68	3.8	0.0
Male	4.0	0.	89	73	3.	0.	90	31	4.1	0.	90	31	3.	0.			2.4	0.	95	0.0
	8	41			96	60			0	34			80	56			0	63		
Graduated Section																				
medical	4.1	0.			4.	0.			4.4	0.			3.	0.			2.3	0.		
School	4	40			04	70			8**	25			88	55			5	71		
Management Science and Others	4.0	0.	1.2	0.2			1.2	0.2	4.3	0.	2.1	0.0	3.	0.	1.3	0.1	2.5	0.	-	0.1
	4	41			89	48			4	39	59	33**	73	56	99	65	4	63	1.4	57
Operation time																				
16>	4.0	0.	-	0.6	3.	0.	-		4.3	0.			3.	0.			2.4	0.		
	6	39	0.4	65	90	42	-	0.3	3**	35	-	0.0	76	50	-	0.4	5	65	0.0	0.9
16≤	4.1	0.	34		4.	0.	0.9	55	4.4	0.	1.7	88*	3.	0.	0.7	81	2.4	0.	21	84
	0	42			01	69	28		5	36	25		83	59	07		5	70		
Managerial Time																				
11>	4.0	0.			3.	0.			4.3	0.			3.	0.			2.5	0.		
	3**	42	-	0.0	96	70	-	0.8	7	36	-	0.2	75	54	-	0.2	7**	74	2.4	0.0
11≤	4.1	0.	1.7	79*	3.	0.	0.1	54	4.4	0.	1.2	03	3.	0.	1.1	44	2.2	0.	13	18**
	8	39	77		98	39	85		6	29	81		88	57	71		5	48		
Position																				
Public Hospital									4.4	0.			3.	0.			2.6	0.		
Authority (Center)	3.9	0.			3.	0.			0	38			89	67			2	58		
	7**	44			90	48														
General Secretariat (Provincial)			1.7	0.0			0.6	0.5			0.1	0.9			0.9	0.3			1.5	0.1
			98	75*			16	39	4.4	0.	07	15	3.	0.	93	23	2.3	0.	62	21
	4.1	0.			3.	0.			1	32			77	51			9	69		
	8	39			99	63														

Table 7. Comparison of managerial, managerial, ethical and political leadership characteristics and individual achievement perceptions scores of the survey participants with respect to various variables. (More)

Graduate Education																				
Yes	4.1	0.			3.9	0.			4.	0.			3.9	0.			2.4	0.		
	8**	3			9	5	0.4	0.6	4	3	0.	0.	5**	5	2.	0.0	0	7	-	
No	4.0	0.	18	31*	3.9	0.	25	72	4.	0.	36	71	3.6	0.	51	13*	2.4	0.	73	63
	1	4	9		4	0			3	2	4	6	8	5	4		9	5	7	
	1	1			4	0			9	9				6			9			
Experience in the healthcare industry																				
Yes	3.9	0.			3.8	0.	-		4.	0.			3.6	0.			2.6	0.		
	1**	3	-		3	3	0.1		3	2	-	0.	4**	4	-		7**	8	2.	0.0
No	4.1	0.	71	0.0	4.0	0.	0	70	4.	0.	19	23	3.8	0.	93	56*	2.3	0.	13	35*
	5	4	2	*	1	6			4	3	6	4	7	5	1		7	5	8	
	2	2			7				3	5			8				8			
Experience in Different Sectors																				
Yes	4.1	0.	1.	0.2	3.9	0.	-	0.4	4.	0.	0.	0.	3.8	0.			2.4	0.	-	
	1	4	09	75	4	4	0.6	89	4	3	0.	0.	3	5	0.	0.5	5	6	0.	0.9
No	4.0	0.	6		4.0	0.			4.	0.	9	7	3.7	0.	1		2.4	0.	1	
									2	2	86	38	5	5	67	03		5	02	84
									9	7										

	2	4		3	8		3	3		4	5		5	7	
		4			7		6	9			6			4	
Strategic Leadership Training															
Ther		0.		3.8	0.		4.	0.		3.7	0.		2.5	0.	
eis	4.0	4	-	3**	4	-	3	3	-	5	6	-	2	5	0.
	1	1	1.	3*	3	0.0	5	3	1.	0.	3	0.	0.4	9	0.
No	4.1	0.	48	42	0.	1.9	50*	4.	0.	43	15	3.8	0.	77	42
	3	4	0		4.0	86	4	3	1	5	4	4	2	0	7
		1			6	9	5	4			9			0	7
Institutional environment															
Com	3.9	0.		3.8	0.		4.	0.		3.7	0.		0.5	0.	
plex	7**	4	-	5	4	-	3	3	-	0.	2	4	-	9	8
	¥	2	2.	0.0	5	5	1.4	0.1	3	1	1.	10	7	1.	0.2
Stag	4.1	0.	18	31*	4.0	0.	31	55	4.	0.	61	8	3.8	0.	12
nan	5	3	8		3	6	4	3	9	8	5	5	2	7	5
t		9			7	7	4	5			9			8	8

*p≤0.10

**p≤0.05

¥ Difference between Two Means Significance Test (t-Test)

£ ANOVA

Table 8. Regression Analysis Results Regarding Managerial Success Perceptions

Variable	B	Standard Error	β	t	p
Constant	6.091	0.809		7.531	0.000
Conversionist Leadership	-0.638	0.235	-0.388	-2.711	0.008
Managerial Leadership	-0.009	0.149	-0.008	-0.059	0.953
Ethical Leadership	-0.261	0.236	-0.131	-1.104	0.272
Political Leadership	0.039	0.146	0.032	0.268	0.789
R=0.468	R ² =0.219				
F _(2,567) =7.013	p=0.000				

*p≤0.05

The state of disclosure of the perceived individual achievement scores of the strategic leadership features possessed by the managers participating in the study was examined by regression analysis. According to these results, it is seen that the generated regression model is statistically significant. The strategic leadership characteristics of managers (transformational, managerial, ethical and political leadership) account for 22% of the total variance of success perceptions. In the study, the transformational, ethical and managerial leadership characteristics showed a positive relationship with the individual perception of achievement, but showed a negative relationship with the political leadership characteristic. As we have seen in previous studies (Bass & Avolio, 1990; Ugurluoglu & Celik, 2009; Yasin, 2006; Lowe, Kroeck & Sivasubramaniam, 1996; Gellis, 2001) the transformationist leadership feature is increasing the leader's success, especially by influencing performance. For this reason, it can be said that the use of the transformational leadership ability more than the other dimensions has increased the probabilities of success of the managers.

Kumar and colleagues have argued that the inequalities in health in India stem from non-health sectors such as poverty, water and inadequacy of livelihoods. It is therefore imperative that health care professionals and specialists need to work with other ministries and sectors to obtain more resources to improve health care. They can only do this using strategic leadership skills (advocacy, networking and negotiation) (Kumar, Adhish & Deoki, 2014).

Urby and McEntire have stressed that emergency service managers can make a difference to employees by making more use of strategic leadership principles and thus improve emergency management (Urby & McEntire, 2015).

Vesterinen and colleagues conducted a study to determine the leadership style, knowledge, skills and perception of the nurse managers in Finland. As a result of the study, researchers found that nurse managers used six leadership styles (Visionary leadership style, Coaching leadership style, Partnership leadership style, Democratic leadership style, Command leadership style, Separatist leadership style). At the end of the study, healthcare organizations collaborated with universities to prepare future nursing leadership visions that emphasize issues such as strategic issues, leadership, job satisfaction, leadership challenges, change management, and work unit management so that healthcare organizations can have successful nurse managers in the future (Vesterinen et al., 2013).

In his study of Kilinckaya in 2013, he tried to measure the strategic leadership characteristics of the Provincial Directorates of National Education (consisting of sub-dimensions of transformational practices, managerial practices, ethical practices, political practices and communication skills). As a result of the study, "administrative practices, ethical practices and communication oriented practices" which are the sub-dimensions of strategic leadership, which the Provincial National Education Directors generally use strategic leadership practices little, "Transformational practices" are exhibited in close proximity; and "political practices" on the other side have applied them to very few people (Bekir, 2013).

As a result of the study conducted by Sisik (2015) in order to determine the strategic leadership behaviors of school principals working in public and private primary schools, it was determined that the school managers had a "Ethical Leadership Dimension" and the "Political Leadership Dimension" had a moderate degree. In addition, it was determined that the strategic leadership behaviors of school principals do not differ according to gender and marital status variable in terms of teachers' perceptions, but single teachers have a higher average.

Coban works in order to establish the relationship between the strategic leadership behaviors of the central organization administrators of the Ministry of National Education and the competencies of managing organizational change; It was found that all the strategic leadership behaviors of managerial leadership and political leadership sub-dimensions differed according to sex, age groups and title (Omur, 2016).

As a result, it has been seen that the managers who participate in the study use the large scale strategic leadership features with all dimensions, even at different rates. However, this study was conducted in the Turkish Public Health sector and immediately after a structural change. This structural change, therefore, creates a complex environment in the public sector, just like the private sector, based on performance and competitiveness. In the study, however, the managers defined the environmental conditions as stationary. This suggests that managers have not yet felt the effects of structural changes, or they have maintained their old habits and perspectives. Since managers will experience the effects of structural change more clearly in the following years, it is thought that there will be different results in a future research.

Structural changes in the public health sector will transform the environment into more complex environmental conditions that are more competitive. For this reason, it will be even more important for managers to have strategic leadership skills. It is proposed that both institutional and individual strategic leadership trainings be taught both theoretically and practically (with activities such as role play) for the acquisition and use of these skills.

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