

Effective Leadership: A Study on the Administrative Staff

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Suggested Citation:

Bektas, C. (2017), Effective Leadership: A Study on the Administrative Staff. *New Trends and Issues Proceedings on Humanities and Social Sciences*. [Online]. 04, pp 111-119.

Selection and peer review under responsibility of Zehra Ozcinar, Ataturk Teacher Training Academy.

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Abstract

The content of this research is related with the non-academic personnel who work for a state university in Turkey. The research universe is composed of departments under presidency, institutes, faculties, colleges, vocational schools and coordinatorships. The study was presented to 34 units of the university and 300 of 350 administrative personnel. However, the study was conducted just among 260 administrative personnel. The questionnaire form was prepared to investigate the perception of ideal manager according to the personnel. Some of the questions on the questionnaire forms were prepared as closed-ended, while others were prepared as open-ended. The questions referring the perception of ideal manager were presented as open-ended. The data was analysed at a statistical program.

Keywords: leadership; personnel; perception

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1. Literature Review

There have been lots of studies suggesting listening personnel's views in order to determine a successful management implementation in the literature. In these studies, the measures to be taken in order to make personnel participate in activities of management, and techniques that should be applied have been presented. To be evaluated from the other perspective, what matters is the problem for personnel with their management is investigated, and the results are evaluated. The study from the literature points out that personnel encounter problems with managers about communication, rewards, and teamwork (Arabaci, 2010).

Positive perception of managers by the personnel and their leadership behaviors are very important in terms of organizational loyalty and productivity. There are various power sources used by the leaders. Most known frameworks related to power sources of leaders are legitimate power, reward power, coercive, expert power, and referent power (Meydan & Polat, 2010). Also, leader increases the organizational loyalty of personnel for the organization by using power sources mentioned above. Loyalty is the kind of faithfulness and trueness. Organizational commitment is the field of organizational behavior. In general sense it is the employee's psychological attachment or loyalty to the organization. Employees and organizations have reciprocal responsibilities and mutual commitments that both define their relationship (Iqbal, Muhammad Sajid & Nawaz Lodhi, 2015). A personnel having emotional loyalty feels positive perception, and is satisfied with being a member of organization. Also, employee feeling a powerful emotional loyalty to the organization is more willing to work for the organization (Meyer & Allen, 1991). Moreover, to strengthen the staff plays an increasing role for the effectiveness and efficiency along with emotional commitment. In other words, provided conditions for employees may be perceived in different ways among them because of psychological reasons and personnel dimensions of strengthening. In this context, strengthening also includes issues about how managerial practices are perceived, and how personnel see themselves (Col, 2008).

The essential elements of an empowerment model are ordered as following (Sergeant, 2008):

- First of all, an effective leadership system should be established.
- The establishing and supporting of a strong bi-directional communication are required.
- Application groups should be established.
- A reward system must be installed on the management of the organization's performance.
- Reliable personnel support is required.
- A support service should be established for the leadership team in employee relations.
- Processing and measurement framework including only necessary critical information should be established.

One of the most prominent issues in ideal manager perception of personnel is also organizational justice. Personnel emphasizes that managers should be fair by describing an ideal manager. Organizational justice means the justice perceived by employees in an organization. The perception of issues like justice by employees are in organizational policies, payment systems, and who have priority in rewarding are interested in organizational justice (Cropanzano, Greenberg, 1997). In another study, organizational justice represents that perceptions of employees about how fair the events encountered in organizations are, and responses to the results of these perceptions (Sahin, Taskaya, 2010).

Organizational justice is based on three different types of justice. Distribution justice is a justice perception about acquisition gained by a person. Procedure justice is described as the methods used in decision-making about acquisitions, justice about mechanisms and processes while interaction

justice is stated as justice evaluation based on attribute of interpersonal relations of people (Erenel, 2012).

A conducted study pointed out that there is positive correlation between organizational justice dimensions (distributional, procedural and interactional justice) and manager-personnel relationships, and organizational justice has a positive impact on relationship between managers and personnel. Also, there is especially positive correlation between interactional justice and relationships of managers-personnel (Demirel, 2009, p. 152). Factors such as sharing sources, distribution of award and penalty, interaction of interpersonal, implementation of rules, wage affected justice perception in the organization which person work for (Ozdevecioglu, 2003).

In today's rapidly changing business life, the provision of organizational justice is accepted as one of the most important factors in eliminating problems between organizations and employees, and establishing wholesome social relationships between them. For organizational justice and productivity, effective leadership plays important role. Points mentioned below can be recommended to the business leaders (Katalin & Mathews, 2015):

- Listen to the organization and the people within it. Create ongoing opportunities for listening, using a variety of tools, and do it with an open heart.
- Articulate, illustrate and be evangelical about a clear set of values and behaviors supported by genuine management commitment and rigorous training and discipline.
- Trust is found at the heart of values, beliefs and organizational culture. Create a culture of transparency and support it with necessary processes.
- Make trust a corporate governance issue. Establish a formal system of measurement for trust. There's no universal way to do this so allocate resource, either internally or externally, to get it right for your organization.
- Ensure you have a professional, competent, well-resourced communication counsel and/or team to act as integrator, interpreter, translator, facilitator and challenger.
- Be seen! Trust is personal and face to face communication is key. Create rich communications and continuous opportunities, both formal and informal, to be seen and interact with employees recommendations for business leaders.
- Love your line managers. They are a critical component to building trust in your organization. Communicate with them in a bespoke way, get them together, work collaboratively with them and constantly check their trust levels, in both you as an individual and your management team.
- Be authentic i.e. be yourself and communicate openly, honestly and with an open heart. Never be afraid to apologies and put things right. Remember Aristotle - know who you are and the principles upon which that is based.
- Be clear on the changing and developing skills expectations of business leaders - are you anticipating change and are ready to lead from the future? Become more self-aware as the organization's prime communicators and get coaching where it would benefit you.
- Remember the phenomenology of leadership - it is never static but is a series of social moments. As a leader looking to build trust, you will also need to listen, be guided and follow.

Organizational justice is a term consisting of perceptions of how fair treatment towards their employees in the workplace, and institutional outcomes such as organizational citizenship behavior, job satisfaction, organizational commitment and trust are results of these perceptions (Erenel, 2012). Personnel highlight the organizational justice and wish to work with a fair manager in business life while portraying ideal manager. Organizational justice is related to organizational commitment. Organizational commitment is the degree to which an employee identifies with a particular

organization and its goals, and wishes to maintain membership in the organization identify three types of commitments. Normative commitment is define as organizational commitments. Affective commitments are define by emotional attachments, identification, and involvement to achieve the goal of organization. Continuance commitment is the willingness to remain in an organization because of different investments (Iqbal et al., 2015).

2. Aim of the study

The first aim of the study is to show how personnel explain ideal manager in terms of organizational psychology. For this purpose, the study aims to expose expectations and properties which personnel would like to see in a perfect manager.

3. Scope of the study

The study includes all personnel who work for a public university in Turkey excluding the academic personnel. The research population consists of departments under presidency, institutes, faculties, colleges, vocational schools, and coordinators. The study was presented at 34 units of the university among 300 people of 350 administrative staffs. However, the study was conducted just among 260 administrative staff.

4. Importance of the study

Human Resource is only factor having efficiency inside production inputs. The effective usage of this source affects all organizations' efficiency and productivity directly. Therefore, the perfect manager perception of the personnel is very crucial. It is undoubtedly very important for personnel's motivation if they perceive their own managers as perfect managers. Highly motivated staff is also very important in terms of organizational productivity. Therefore, the study has an importance to show the managers with whom staff would like to work in terms of organizational psychology. Findings already expose the perception of perfect manager. People compatible with their own managers are happy and proud in their jobs and provide their own managers with time and energy because they need less control. In result of the study's findings, the managers' features expected by personnel will be exposed, and presented.

5. Data collection and evaluation method of this study:

The study takes advantage of pre-conducted similar studies on this field by review of related literature. The questionnaire is created and conducted to reach information stated at purpose of the study. The collected data is analyzed through SPSS, statistical package program used in social sciences.

6. Findings of the study

The study includes personnel working for the university excluding academic personnel. These personnel are computer operators, engineers, officers, technician and operators.

The gender distributions of the personnel involved in the study is presented in Table 1.

Table 1. Personnel Gender

	Frequency	(%)
Female	70	26,92
Male	190	73,08
Total	260	100,0

Looking at the distribution of the survey, according to gender units personnel, a total of 260 employees participated in the study, 70 (26.92%) of them are women, 190 (73.08%) of them are man. According to these results, the majority of staff surveyed is male. Table 2 below shows how many years they continue to work for their current jobs.

Table 2. How Many Years Personnel Continue to Work

	Frequency	(%)
0-3 years	141	54,23
4-7 years	59	22,69
8-11 years	23	8,84
12 years and over	37	14,24
Total	260	100,0

141 (54.23%) of employees participated in the study who are still working for their current job is in the range of 0-3 years, 59 (22.69%) of them are between 4-7 years, 23 (8.84%) of them are in the range of 8-11 years, 37 people (14.24%) is also for more than 12 years.

Table 3 indicates whether or not current job of personnel is first job in their business lives.

Table 3. If the Current Job is the First in Business Lives of Staff

	Frequency	(%)
Yes	176	67,69
No	84	32,31
Total	260	100,0

176 people participated in the study (67.69%) stated that their current job is the first on their business lives while 84 (32.31%) of all stated that the current jobs are not the first for them. Considering these results and the personnel working time, it is clearly seen that the vast majority of the staff have this job as their first.

Table 4 shows the distribution of schools from which personnel have graduated from.

Table 4. The Last Graduation School of Personnel

	Frequency	(%)
Primary school	13	5,00
High school	52	20,00
Associate degree	115	44,23
Under Graduate	75	28,85
Post Graduate	5	1,92
Total	260	100

115 (44.23%) of all employees participated in the study are associate degree graduates, 75 (28.85%) of all are under-graduates, 52 (20.00%) of them are high school graduates, 13% (5.00) of them are primary graduates, and 5 (1%, 92) are post-graduates. According to these results, it is stated that education level of current personnel is generally high.

Table 5. Compatibility of Personnel's Current Jobs with Knowledge and Ability of Them

	Frequency	(%)
Yes	192	73,84
No	68	26,16
Total	260	100

Participants were asked whether or not their current jobs are appropriate for their own knowledge and abilities, and responses are given in Table 5. According to the table, 192 of all participants believe that the current jobs are comfortable for themselves, whereas 62 (26.16%) stated that their current jobs are not convenient for themselves. The reasoning of those who answer no to this question is *"their work does not match their education and experiences"*. In this context, they were asked if they can use their full capabilities at their existing position; the answers obtained are shown in Table 6.

Table 6. If Their Jobs are Convenient to Use Their Skills

	Frequency	(%)
Yes	172	66,15
No	88	33,85
Total	260	100,0

172 (66.15%) of the employees participated in the study still use their abilities to carry out their missions, 88 (33.85%) of them stated that they do not use their capabilities to carry out their missions. According to the results, the majority of the personnel participating in the study stated that they use their capabilities in existing positions, although important part of them stated that they could not use

the capabilities on their job. The most important factor here is that an effective selection by considering capabilities of staff on the personnel selection could not be made by public institutions.

The reasons of the personnel who stated that they cannot use their capabilities on their positions are as followings:

- Uncertainty on task distribution of staff.
- Physical hardware failure.
- Lack of infrastructure.
- Compliance issues experienced by personnel in their business lives.

After above questions and findings in identifying personnel, ideal perfect manager perception of personnel was investigated. It is important that personnel’s general information, education status and work experience are firstly are asked while making ideal manager description because, it is also crucial who evaluate the managers while defining ideal manager profile. Populations who have average life standard and generally high education status take part in the study. In this context, personnel were asked the features of an ideal manager. The open ended question and results are below presented in Table 7.

Table 7. Ideal Manager Profile of Personnel

Ideal Manager Profile Features	Frequency	(%)
Fair	69	26,53
Tolerant	39	13,84
wise	29	11,15
Open-minded	18	6,92
Honest	15	5,76
Motivation Provider	13	5,00
Hardworking	12	4,61
Leadership capacity	12	4,61
Helpful	11	4,23
Well-disciplined	10	3,84
having respect and love to job	9	3,46
Empathizing	8	3,07
Informative	8	3,07
convincing capability	4	1,53
speaking well	3	1,15
TOTAL	260	100

According to acquired findings, 26.53 % of all participants stated that ideal manager should be fair while 13.84 % of all defined ideal manager as a tolerant person. Furthermore, 11.15 % of all defined ideal manager as a person of knowledge about the current task whereas 6.92 think that perfect manager should be open-minded. As a result, the majority of participants believe that the most significant leadership feature of manager is to be fair in workplace. Another important result is that manager should be more tolerant to personnel's failures and behave them with more tolerance.

7. Result

The study includes all administrative personnel who work for a public university in Turkey excluding academic personnel. The research population consists of departments under presidency, institutes, faculties, colleges, vocational schools, and coordinatorships. The study was presented at 34 units of the university among 300 people of 350 administrative personnel who are computer operators, engineers, officers, technician and operators.

Looking at the gender distribution of personnel working in departments which the study was conducted, the majority of the personnel taken part in the study are men. Furthermore, looking at the personnel's working years, the half of staff participated in the study work for less than 3 years in the institution. As a result of this, the percentage of personnel's average age is lower, so the majority of personnel consist of younger people.

What is more, it is also observed that the majority of personnel have under graduate degrees. Another result of the study is that personnel have mostly an average monthly income.

It is also pointed out that the majority of personnel state that the job they have is not convenient for their capabilities and abilities. Another part of participants believe that the job they have does not match for their education status and experiences.

Significant findings are obtained from the question "What features do ideal managers have?" which is fundamental for this study. Asking open ended questions eliminates direction of participants, and provides the personnel with objective thoughts and evaluations about perfect manager. The most expected perfect feature is that the manager should be fair. Administrative justice has big importance in terms of business peace and organizational psychology. Therefore, managers must use the objective criteria for the personnel. If organizational justice is not provided in organizations, organizational activities and relationships could not be properly managed. Therefore, managers must be fair for organizational efficiency and activity.

The second most significant result of the study is that managers should be tolerant to the personnel. If the managers behave more tolerant towards the personnel, it is said that there is more efficiency in the work environment. The tolerance of the manager affects personnel positively. It is expected that the managers should be wise and open-minded about their own issues. Thus, organizational attendance is implemented, and personnel's creative views are taken as advantages. Furthermore, it is also expected that managers should continuously motivate the personnel, develop the awareness of the cooperation as a result of his/her leadership feature. Moreover, being informative towards the personnel and having empathy abilities are considered as perfect managers' fundamental features.

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