Leadership effectiveness in Turkish State Universities

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Abstract
This work aims to examine leadership effectiveness of leaders in state universities in Turkey from the perspective of leadership roles used to lead internal and external worlds of state universities. The study defines leadership effectiveness as the utilization of multi roles to balance internal and external worlds of state universities.

There is not a lot of research in higher education regarding leadership roles and their correlations to leadership effectiveness. Thus this study seeks to gain an understanding of leadership roles commonly applied by heads of departments, relationships between leadership roles and leadership effectiveness and predictors of leadership effectiveness. The population was drawn from seventy faculty members from three departments in one faculty of a state university in Turkey. Leadership effectiveness was measured by using The Competing Values Managerial Behaviour Instrument which was adapted for use with this sample and referred as the Leadership Effectiveness Survey in this study.

Pearson correlation was used to examine relationships among leadership roles. Findings indicate that the leadership roles positively correlated with each other. The dominant leadership roles were facilitator, producer, driver, innovator, and mentor.Pearson correlation was further used to analyse relationships between leadership roles and leadership effectiveness. Leadership roles also positively correlated to leadership effectiveness. Moreover, multiple regression analysis was conducted to determine whether leadership roles and gender were good predictors of leadership effectiveness. They both were found to be good predictors of leadership effectiveness, and the best predictor of leadership effectiveness was the create leadership function which included motivator, visionary, and innovator leadership roles.