

BÖLÜM 9

Örgütlerde Liderlik ve Liderlik Kuramları

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GİRİŞ

Liderlik, bir kişi veya bir grup insanın diğerlerini ortak bir amaç peşinde koşmaları için etkilediği bir süreçtir (Ouchi, 1980). Örgüt psikolojisinin başlangıcından beri akademik yazının en ilgisini çeken alanlardan biridir (Carton, 2022; Gardner ve ark., 2020). Bu ilgiyi karşılamak için liderlik kuramlarına dair birçok kapsamlı derlemeler ve başvuru kaynakları vardır (örn., Antonakis ve ark., 2004; Antonakis ve Day, 2013; Avolio, 2007; Bass ve Stogdill, 1990; den Hartog ve Koopman, 2001; Dinh ve ark., 2014; Lord ve ark., 2017; Northhouse, 2025; Yukl ve Gardner, 2020).

Mevcut derlemeleri göz önünde bulundurarak, bu kitap bölümünün temel amacı literatürde öne çıkan erken ve güncel liderlik kuramlarından belli başlı örnekleri ele almaktır. Kitabın bu bölümünde, liderlik tanımlarının gözden geçirilmesinden başlayarak lider özellikleri yaklaşımı, davranışçı yaklaşımlar, durumsal ve bağlamsal yaklaşımlar ile kültürlerarası bulgulara değinilmektedir. İlaveten bu bölüm, güncel liderlik yazınında en çok araştırılan konulardan biri olan dönüşümsel ve karizmatik liderlik yaklaşımlarını, liderlikte ilişkisel yaklaşıma örnek olan lider-üye etkileşimi kuramını, liderlikte bilgi işleme yaklaşımını temsil eden kuramlardan biri olan örtük liderlik yaklaşımlarını ele almaktadır. Son olarak liderlik çalışmalarının geleceği, özellikle örgütlerde çeşitlilik-kapsayıcılık ve dijital dünya ile yapay zeka bağlamında tartışılmaktadır.

LİDERLİK NEDİR?

Liderlik kavramı farklı akademik disiplinlerde kuramcılarının ve görgül araştırmaların konusu olmuştur. Örgüt psikolojisinden yönetim bilimlerine, sosyolojiden siyaset bilimlerine kadar farklı alanlarda liderlik gibi karmaşık bir olgunun doğası ortaya konulmaya çalışılmıştır. Dolayısıyla farklı anlayışlara ait birçok liderlik tanımı ortaya konmuştur (Drath ve ark., 2008). Liderlik, bireyin veya grubun “faaliyetlerini hedefe ulaşma doğrultusunda etkileme süreci” (Rauch ve Behling, 1984, s. 46) veya “bir bireyin, başkalarını organizasyonun etkinliğine ve başarısına katkıda bulunmaya etkileme, güdüleme ve onları etkinleştirme yeteneği” (House ve ark., 1999, s. 184) olarak tanımlanmıştır. Antonakis ve Day’e (2017, s. 42) göre ise liderlik “bir lider ile bir takipçi, takipçi grupları veya kurumlar arasında meydana gelen, bağlamsal olarak kök salmış ve hedefleri etkileyen, resmi veya gayri resmi bir süreçtir”. Yukl ve Gardner’a (2020, s. 12) göre liderlik “başkalarını, nelerin yapılması gerektiğini ve nasıl yapılması gerektiğini anlamaları ve üzerinde anlaşmaları için etkileme süreci” ve bireyler veya grupların “çabaları(nı) ortak hedeflere ulaşmak için kolaylaştırma sürecidir.”

Liderlik tanımları arasındaki bu ayrışmaların olmasının temelinde yatan en önemli unsurlardan biri farklı liderlik anlayışlarına ait farklı *liderlik kavram-sallaştırmaları* olmasıdır (Yukl ve Gardner, 2020). Liderlik, tek kişinin süreci olarak - yani birey düzeyinde - ele alınabildiği gibi, lider ile onun etkilediği kişiler - yani *takipçiler* - olmak üzere ikili düzeyde de kavram-sallaştırılmaktadır. Liderlik aynı zamanda grup/örgüt

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