

## BÖLÜM 21

# LİDERLİK

Aysun ÜNAL<sup>1</sup>

“

### Konu Başlıkları

1. Giriş
2. Liderliğe Tarihsel Bakış
3. Lider / Liderlik Tanımları ve Özellikleri
4. Liderlik ve Yöneticilik
5. Liderlik Teorileri
6. Liderlik ve Kültür İlişkisi
7. Farklı Disiplinlerde Liderlik
8. Hemşirelik Kuramcılara Göre Liderlik ve Hemşirelikle İlişkisi
9. Liderlik ve Gelişim Dönemlerine Göre Özellikleri
10. Liderlik ve Etik İlişkisi
11. Yasa ve Mevzuat ile İlgili Liderlik Rolleri
12. Liderlik ile ilgili kitaplar, filmler, atasözleri
13. Özet Noktalar
14. Konu İle İlgili (Test) Sorular ve Cevapları
15. Kaynaklar

”

“

### Öğrenim Hedefleri

- Lider ve liderliğin tanımlarını kritik edebilme
- Liderlik teorisinin tarihsel evrimini tartışabilme
- Liderlik tarzlarını ve her bir liderlik tarzının olabileceği durumları tanımlayabilme
- Otokratik, demokratik ve Laissez-faire liderlik tarzları arasında ayrimi yapabilme
- Etkileşimsel ve dönüşümcü liderlik teorileri arasındaki farkları betimleyebilme
- Gelişim dönemlerine göre liderlik becerilerini kavrayabilme

”

### Temel Kavramlar

Lider ve liderlik, liderlik özellikleri, yönetici ve lider

<sup>1</sup> Dr. Öğr. Üyesi, Akdeniz Üniversitesi, Kumluca Sağlık Bilimleri Fakültesi, Hemşirelik Bölümü, aysununal@akdeniz.edu.tr



- 4. Aşağıdakilerden hangisi okul öncesi dönem (2-5 yaş) arası liderlik becerileri kapsamına girmektedir?**
- A) Başkalarıyla birlikte çalışma  
B) Başkalarını etkileme  
C) Topluluk önünde konuşma  
D) Artan sosyal zekâ ihtiyacı  
E) Birtakım işleri yapmak için organizasyon becerileri
- 5. .... diğerlerine karşı adil, cesur ve bilgece davranışları. Temelinde “dengeli işlem, ilişkisel şeffaflık, içselleştirilmiş ahlaki bakış açısı ve öz farkındalık” gerektiren dört ilke vardır. Bu tarz liderliğin güven gelişimini, daha sağlıklı ve ilgi çekici çalışma ortamlarının yaratılmasını ve olumlu kişilerarası ilişkileri teşvik ettiği görülmektedir. Cümplenin başındaki noktalı alana gelebilecek en uygun liderlik tarzı aşağıdakilerden hangisidir?**
- A) Transaksiyonel  
B) Otokratik  
C) Hizmetkar  
D) Otantik  
E) Demokratik

Cevaplar	1. C	2. A	3. B	4. B	5. D
----------	------	------	------	------	------

## KAYNAKLAR

1. Marquis BL, Huston CJ. Leadership Roles and Management Functions in Nursing: Theory and Application 9th Edition Copyright © 2017 Wolters Kluwer.
2. Ronay R, Vugt MV. The evolutionary psychology of leadership: Theory, review, and roadmap. *Organizational Psychology Review*. 2014; 4(1): 74-95.
3. Kasaroğlu K. Modern Liderlik Yaklaşımlarından Dönüşümcü Liderliğin Z Kuşağı ile Uyumu. *Journal of Business in The Digital Age*. 2021; 4:106-121.
4. Bennett JA, Murakami ET. Heroic leadership redefined in the United States border context: Cases studies of successful principals in Arizona and Texas. *International Studies in Educational Administration*. 2016; 44(1): 5-23.
5. Stogdill RM. Leadership, membership and organization. *Psychol Bull*. 1950;47:1-14.
6. McCleskey JA. Situational, transformational, and transitional leadership and leadership development. *Journal of Business Studies Quarterly*. 2014; 5(4): 117-130.
7. Hicks GH, Gullet CR. *Organizations: Theory and Behaviour*. New York: McGraw-Hill, 1975.
8. Cuban L. *The Managerial Imperative and the Practice of Leadership in Schools*. Albany, New York: Suny Press, 1988.
9. Show JB, Erickson A, Harvey M.A method for measuring destructive leadership and identifying types of destructive leaders in organizations. *The Leadership Quarterly*. 2011; 22(4): 575-590.
10. Khan MS, Khan I, Qureshi QA, et al. The Styles of Leadership: A Critical Review. *Public Policy and Administrative Research*. 2015; 5(3):36 87-92.
11. Stam D, Knippenberg VD, Wisse B, et al. Motivation in words: promotion- and prevention-oriented leader communication in times of crisis. *Journal of manage-*



- ment. 2018; 44(7): 2859-2887.
12. Bass BL. What is Leadership. In M.R. Kibbe & H. Chen (Eds.). *Leadership in Surgery* (pp. 1-10). Switzerland: Springer. 2019.
  13. Definitions of Leadership by Scholars. (2019). Retrieved from <http://adeoyemayowaleadership.blogspot.com/2009/04/definitions-of-leadership-by-scholars.html> Erişim Tarihi: 12.09.2022
  14. Malik MA, Azmat S. Leader And Leadership: Historical Development of The Terms and Critical Review of Literature, Journalism and Education Sciences. 2019;5(1):16-32.
  15. Benmira S, Agboola M. Evolution of leadership theory. BMJ Leader. 2021;5:3-5.
  16. Bennis WG. On becoming a leader. New York, NY: Basic Books, 2009.
  17. Kouzes J, Posner B. The leadership challenge: how to keep getting extraordinary things done in organizations. San Francisco San Francisco: Jossey-Bass, 1995.
  18. Adler NJ, Delbecq AL. "Twenty-first century leadership: a return to beauty", Journal of Management Inquiry. 2018; 27(2): 119-137.
  19. O'Malley M. "Every leader is an artist", available at: <https://hbr.org/2012/08/every-leader-is-anartist>. 2012. (Erişim Tarihi: 24.08.2022).
  20. Lussier RN, Achua CF. Leadership: Theory, Application, & Skill Development.(4.Ed.).USA:South-Western-CengageLearning, 2010.
  21. Uyer G, Kocaman G. Hemşirelik Hizmetleri Yönetimi El Kitabı. İstanbul, Koç Üniversitesi Yayınları. 2016.
  22. Marquis BL, Huston CJ. Leadership Roles and Management Functions in Nursing: Theory and Application 10th Edition. Copyright © 2018Wolters Kluwer.
  23. Grossman S, Valiga TM. The New Leadership Challenge.(3rd.ed.) Philadelphia: F.A. Davis Company. 2005.
  24. Fowler J. What makes a good clinical leader? British Journal of Nursing. 2015; 24(11): 598–599.
  25. Kerr J. Leader or manager? These 10 important distinctions can help you out. Retrieved November 16, 2015, from <http://www.inc.com/james-kerr/leading-v-managing-ten-important-distinctions-that-can-help-you-to-become-better.html> Erişim Tarihi: 05.09.2022.
  26. Buchanan DA, Huczynski A. Organizational behaviour. Ninth edition ed. Harlow: Pearson Education Limited, 2017: xxvii, 813 pages p. 8
  27. Koçel T. İşletme Yöneticiliği, S. 594. 17. Baskı, İstanbul: Beta Yayıncılık, 2018.
  28. Johns HE, Moser HR. From trait to transformation: the evolution of leadership theories. Education 1989;110:115. 12.
  29. Denison DR, Hooijberg R, Quinn RE. Paradox and performance: toward a theory of behavioral complexity in managerial leadership. Organization Science. 1995;6:524–40.
  30. Yeşil A. "Liderlik ve Motivasyon Teorilerine Yönelik Kavramsal Bir İnceleme". Uluslararası Akademik Yönetim Bilimleri Dergisi. 2016; 2(3): 158-180.
  31. Lewin, K. (1951). Field theory in social sciences: Selected theoretical papers. New York, NY: Harper & Row.
  32. White, R. K., & Lippitt, R. (1960). Autocracy and democracy: An experimental inquiry. New York, NY: Harper & Row.
  33. Fiedler, F. (1967). A theory of leadership effectiveness. New York, NY: McGraw-Hill.
  34. Burns JM. Transforming leadership. New York, NY: Grove/Atlantic, 2003.
  35. Flynn SI. Transformational and Transactional leadership. Great Neck Publishing, 2019.
  36. Avolio BJ, Bass BM. Multifactor leadership questionnaire. Mind Garden, 2004.
  37. Eftianda A, Iswahyuni I. Political leadership and transactional leadership. International Journal of Multicultural and Multireligious Understanding. 2021; 8(9): 238–243.
  38. Rowold J, Schlotz W. Transformational and transactional leadership and followers' chronic stress. Leadership Review. 2009; 9: 35–48.
  39. Kark R, Van Dijk D, Vashdi DR. Motivated or demotivated to be creative: the role of self-regulatory focus in transformational and transactional leadership processes. Applied Psychology: An International Review. 2018; 67(1): 186–224.
  40. Spies LA, Gray J, Opollo JG, Mbalinda S, Nabirye R, Ascher CA. Transformational leadership as a framework for nurse education about hypertension in Uganda. Nurse Educ Today. 2018;64:172-174.
  41. Avcı A. "Dönüşümcü ve İşlemci Liderlik Stilleri: Kavramsal Çerçevesi ve Eğitim Örgütleri Açılarından Etkileşimi", İnsan ve Toplum Bilimler Dergisi. 2015; 5
  42. Abun A, Basilio GJ, Magallanes T, et al. Transformational leadership style of supervisors/heads as perceived by employees and the attitude of employees toward the school. Technium Social Sciences Journal. 2020; 13: 357–375.
  43. Kovenshnikov A, Ehrnrooth M. The cross-cultural variation of the effects of transformational leadership behaviors on follower' organizational identification: The case of idealized influence and idealized consideration in Finland and Russia. Management and Organizational Review. 2018; 14:1–33.
  44. Huber E, Hudson E. A transformational leader. Kentucky Nurse. 2015; 63(2): 13–14.
  45. Poghosyan L, Bernhardt J. Transformational leadership to promote nurse practitioner practice in primary care. Journal of Nursing Management. 2018; 26(8): 1066–1073.
  46. Doğan S. "Çağdaş Liderlik Yaklaşımı", Pegem Akademi, 2016, Ankara.
  47. Fowler KR, Robbins LK. The impact of COVID-19 on nurse leadership characteristics. Worldviews Evid Based Nurs. 2022;19(4):306-315.
  48. Pishgoorie AH, Atashzadeh-Shoorideh F, Falcó-Pegue-roles A, Lotfi Z. Correlation between nursing managers' leadership styles and nurses' job stress and anticipated turnover. J Nurs Manag. 2019;27(3):527-534.
  49. Poels J, Verschueren M, Milisen K, et al. Leadership styles and leadership outcomes in nursing homes: a



- cross-sectional analysis. *BMC Health Serv Res.* 2020; 20:1009
50. Laschinger HK, Fida R. Linking nurses' perceptions of patient care quality to job satisfaction: the role of authentic leadership and empowering professional practice environments. *J Nurs Adm.* 2015;45(5):276-83.
  51. Riggio RE. What is authentic leadership? Do you have it? 2014. <https://www.psychologytoday.com/gb/blog/cutting-edgeleadership/201401/what-is-authentic-leadership-do-you-haveit> (Erişim Tarihi: 13.08.2022)
  52. Walumbwa FO, Avolio BJ, Gardner WL, et al. Authentic leadership: Development and validation of a theory-based measure. *Journal of Management.* 2008; 34(1): 89–126.
  53. Frasier, N. Preparing nurse managers for authentic leadership: A pilot leadership development program. *Journal of Nursing Administration.* 2019; 49(2): 79–85.
  54. Baron L. Authentic leadership and mindfulness development through action learning. *Journal of Managerial Psychology.* 2016; 31(1): 296– 311.
  55. Coetzer MF, Bussin M, Geldenhuys M. The Functions of a Servant Leader. *Administrative Sciences Adm Sci.* 2017;7(5):1-32.
  56. Savel RH, Munro CL. Servant leadership: the primacy of service. *Am J Crit Care.* 2017;26(2):97-99.
  57. Robert K. Greenleaf Center for Servant Leadership. What is servant leadership? 2016. <https://www.greenleaf.org/what-is-servantleadership/> (Erişim Tarihi: 02.09.2022).
  58. Sheikh AA, Ishaq Q, Inam A. Fostering creativity through servant leadership: Mediating role of knowledge sharing, thriving at work and burnout. *Abasyn Journal of Social Sciences.* 2019;12(2):198–212.
  59. Farrington SM, Lillah R. Servant leadership and job satisfaction within private healthcare practices. *Leadership in Health Services.* 2018;32(1):148–168.
  60. Schwarz G, Newman A, Cooper B, Eva N. Servant leadership and follower job performance: The mediating effect of public service motivation. *Public Administration.* 2016;94(4):1025–1041.
  61. Asamani JA, Naab F, Ofei AMA. Leadership styles in nursing management: implications for staff outcomes. *JHSCI* [Internet]. 2016;6(1):23-36.
  62. Paarima Y, Kwashie AA, Asamani JA, Ofei AMA. Leadership competencies of first-line nurse managers: a quantitative study. *Leadersh Health Serv (Bradf Engl).* 2022; ahead-of-print(ahead-of-print).
  63. West M, Armit K, Loewenthal L et al. Leadership and leadership development in health care: the evidence base, London. The King's Fund, 2015.
  64. NHS Leadership Academy. The Healthcare Leadership Model, version 1.0, Leeds: NHS Leadership Academy, 2013.
  65. Cole, NL. "So What Is Culture, Exactly?" <https://www.thoughtco.com/culture-definition-4135409> Erişim Tarihi: 01.10.2022
  66. Ehtiyyar R. Kültürel sinerji: uluslararası işletmelere yönelik kavramsal bir irdeleme. Akdeniz Üniversitesi İ.İ.B.F Dergisi. 2003; 3(5): 66-78.
  67. Sığrı Ü, Ercan Ü. Kültürel Değerlerin Liderlik Özelliklerine Etkisi: Türk ve Amerikalı Yöneticiler Üzerine Bir Araştırma. *Amme İdaresi Dergisi.* 2015; 48(3): 95 - 126.
  68. UK Essays. Cultural differences in leadership [Internet]. November 2018. <https://www.ukessays.com/essays/management/the-differences-and-similarities-of-leadership-management-essay.php?vref=1> (Erişim Tarihi:05.08.2022).
  69. Köksal O. Bir kültürel liderlik paradoksu: paternalizm. *Mustafa Kemal Üniversitesi Sosyal Bilimler Enstitüsü Dergisi* 2011; 8:101 – 122.
  70. Aycan Z. "Paternalizm: Yönetim ve Liderlik Anlayışına İlişkin Üç Görgül Çalışma", *Yönetim Araştırmaları Dergisi.* 2001;(1):1-31.
  71. Turan S, Karadağ E, Bektaş F, et al. Türkiye'de Eğitim Yönetiminde Bilgi Üretimi: Kuram ve Uygulamada Eğitim Yönetimi Dergisi 2003-2013 Yımlarının İncelemesi. *Kuram ve Uygulamada Eğitim Yönetimi.* 2014; 20 (1): 93-119.
  72. Akan D, Yıldırım İ, Yalçın S. Okul müdürleri liderlik stili ölçüğinin geliştirilmesi. *Elektronik Sosyal Bilimler Dergisi.* 2014; 13 (51): 392-415.
  73. Bozduman MA. Geçmişten Günümüze Siyasi Liderliğin Teorik Olarak Gelişimi. *ESAM Ekonomik ve Sosyal Araştırmalar Dergisi* 2020; 261-283.
  74. Zaccaro Stephen J. Trait-Based Perspectives of Leadership, *American Psychologist.* 2007; 62(1):6-16.
  75. İbicioğlu H, Özmen İ, Taş S. Liderlik davranışları ve top-lumsal norm ilişkisi: ampirik bir çalışma. *Süleyman Demirel Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi.* 2009; 14:1-23.
  76. Altunay E. Ortaöğretim Öğretmenlerinin Öğretimsel Liderlik Rollerine İlişkin Görüşleri, *Atatürk Üniversitesi Sosyal Bilimler Enstitüsü Dergisi.* 2017; 21:473-503.
  77. Ünal Erzen, M. Siyasi Lider İmajlarının Seçimlerde Etkisi. *İstanbul Üniversitesi İletişim Fakültesi Dergisi | Istanbul University Faculty of Communication Journal.* 2012:31.
  78. Laurent CL. "A nursing theory for nursing leadership." *Journal of nursing management.* 2000; 8: 83-7.
  79. Bultema JK. Theory, quality and economy: a winning combination. *Journal of Nursing Administration* 1995;25 (7/8); 38–45.
  80. Peplau HE. Peplau's theory of interpersonal relations. *Nursing science quarterly.* 1997; 10(4): 162-167.
  81. Soomar SM, Khymani ST, Hussain M. Channelizing Nurses Regarding Learning Area Specific Nursing Diagnosis for Delivering Quality Care Through a Leadership Approach. *J Nur Healthcare.* 2019;4(3).
  82. Tomey AM. Nursing leadership and management effects work environments. *Journal of nursing management.* 2009; 17: 15-25
  83. Erdemir F, Yılmaz E, Gordon M. Fonksiyonel Sağlık Örüntüleri ve Klinik Karar Verme. *Hemşirelik Simiflagma Sistemleri.* Başkent Üniversitesi Basın Yayın Halkla İlişkiler Bürosu. Ankara – 2003; 87-93.



84. Velsor E.V. Foreword. Early Development and Leadership: Building the Next Generation of Leaders. Editors., Murphy, S. E., & Reichard, R. J. New York: Routledge. 2011.
85. Murphy SE. Reichard RJ. Early Development and Leadership: Building the Next Generation of Leaders. New York: Routledge, 2011.
86. Murphy SE, Johnson SK. The benefits of a long-lens approach to leaderdevelopment: Understanding the seeds of leadership. *Leadership Quarterly*. 2011; 22(3): 459.
87. Santrock JW. Adolescence (11th ed.). New York: McGraw Hill, 2007.
88. Aarons GA, Ehrhart MG, Farahnak LR, Hurlburt MS. Leadership and organizational change for implementation (LOCI): a randomized mixed method pilot study of a leadership and organization development intervention for evidence-based practice implementation. *Implement Sci*. 2015;10(11):1–12.
89. Harden H, Fulop L. The challenges of a relational leadership and the implications for efficacious decision-making in healthcare. *Asia Pac J Health Manage*. 2015;10(3):S151–62.
90. Harris J, Mayo P. Taking a case study approach to assessing alternative leadership models in health care. *Br J Nurs*. 2018;27(11):608–13.
91. Carlson MA, Morris S, Day F, et al. Psychometric properties of leadership scales for health professionals: a systematic review. *Implement Sci*. 2021;16(1):85.
92. Giordano-Mulligan M, Eckardt S. Authentic nurse leadership conceptual framework: nurses' perception of authentic nurse leader attributes. *Nurs Adm Q*. 2019;43(2):164–174.
93. Pryse Y, McDaniel A, Schafer J. Psychometric analysis of two new scales: the evidence-based practice nursing leadership and work environment scales. *Worldviews Evid-Based Nurs*. 2014;11(4):240–7.
94. Boamah SA, Tremplay P. Examining the factor structure of the MLQ transactional and transformational leadership dimensions in nursing context. *West J Nurs Res*. 2018;193945918778833.
95. Zagheri Tafreshi M, Jahandar P, Rassouli M, Atashzadeh-Shoorideh F, Kavousi A. Psychometric properties of the Persian version of spiritual leadership questionnaire (SLQ): a methodological study. *Iran Red Crescent Med J*. 2017;19 (7)(no pagination):e55930.
96. Kouzes JM, Posner BZ. The Leadership challenge: 4th ed. A Wiley Brand: San Francisco; CA. USA. 2008. 3-27.
97. Ekvall G, & Arvonen J. Change-centered leadership: An extension of the two-dimensional model. *Scandinavian Journal of Management*. 1991; 7(1), 17–26.
98. Shirazi M, Emami AH, Mirmoosavi SJ, Alavinia SM, Zamanian H, Fathollahbeigi F, et al. Contextualization and standardization of the supportive leadership behavior questionnaire based on socio- cognitive theory in Iran. *Med J Islam Repub Iran*. 2014;28:125.
99. Mossen R, von Thiele Schwarz U, Hasson H, Lundmark R, Richter A. How do iLead? Validation of a scale measuring active and passive implementation leadership in Swedish healthcare. *BMJ Open*. 2018;8(6):e021992.
100. Edmonson C. Strengthening moral courage among nurse leaders. *Online Journal of Issues in Nursing*, 2015;20(2):9.