

# VUCA ÇAĞINDA DİJİTAL LİDERLİK VE MOTİVASYON

## Yazarlar

Dr. Erkan DÖNER

*Adana Alparslan Türkeş Bilim ve Teknoloji Üniversitesi*

Dr. Öğr. Üyesi İbrahim İNAN

*Toros Üniversitesi*



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<b>Yazarlar</b> Erkan DÖNER ORCID iD: 0000-0001-9999-6191 İbrahim İNAN ORCID iD: 0000-0003-3986-2890	<b>Baskı ve Cilt</b> Vadi Grafik <b>Bisac Code</b> BUS000000
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**Akademisyen Kitabevi A.Ş.**

Halk Sokak 5 / A  
Yenişehir / Ankara  
Tel: 0312 431 16 33  
siparis@akademisyen.com

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# ÖNSÖZ

2000’li yılların başına kadar liderlik, belirsizlikleri ortadan kaldırma sanatıyken; özellikle 11 Eylül 2001 saldırıları ve 2008 küresel finans krizi sonrası liderlik, belirsizliğin içinde yön gösterebilme cesaretidir.

Dünya hiç olmadığı kadar hızlı değişiyor. Teknolojiler ve dijitalizasyon birkaç gün içinde iş süreçlerini dönüştürüyor. Müşteriler değişiyor. Çalışanlar değişiyor. Rekabet değişiyor. Hatta başarıyı tanımlayan kurallar bile değişiyor.

Ancak en büyük soru şudur:

Peki, Liderler değişiyor mu?

Yüzyıllar boyunca işletmeler hiyerarşiyle yönetildi. Güç, bilgiye sahip olmaktan geliyordu. Kararlar yukarıda alınır, aşağıya uygulanırdı. Kontrol, yönetimin temel refleksiydi. Bu yaklaşım, öngörülebilir ve istikrarlı dönemlerde son derece başarılı sonuçlar üretti.

Fakat artık VUCA çağındayız.

Değişkenliğin, belirsizliğin, karmaşıklığın ve muğlaklığın (VUCA) hâkim olduğu bu yeni dünyada, geçmişin liderlik reçeteleri giderek etkisini kaybediyor. Hiçbir strateji sonsuzluk denizinde tam seyir ilerleyemiyor.. Kurumlar değişim ile sadece mektup arkadaşlığı yapıyor... En nihayetinde, 30 yıldan sonra (şimdiki dönemde “5 yıl”) hücrede yıkım başlıyor.. Sonrası ise malum...

Dijital dönüşüm yalnızca teknolojik bir dönüşümden öte, esasen bir liderlik dönüşümüdür.

Kurumların önündeki en büyük risk, teknolojiyi kaçırmak değildir. Asıl risk; değişen dünyada geleneksel yaklaşımlar ile uyum sağlamaya çalışmaktır.

Bugün birçok şirket yapay zekâya yatırım yapıyor, veri merkezleri kuruyor, yeni dijital platformlar geliştiriyor. Ancak aynı zamanda çalışan bağlılığını kaybediyor, inovasyon hızını düşürüyor ve geleceğin yeteneklerini elde tutmakta zorlanıyor.

Çünkü teknoloji satın alınabilir. Fakat, dijital liderlik satın alınamaz....

Dijital liderlik; öğrenmeyi emretmek yerine öğrenen, kontrol etmek yerine güçlendiren, korku üretmek yerine anlam yaratan liderlerin ortaya çıkmasını gerektirir.

Bu noktada motivasyon kavramı her zamankinden daha kritik hale gelmektedir.

Çalışanlar artık yalnızca maaş için çalışmıyor. İnsanlar değer görmek, katkı sağlamak, gelişmek ve anlam üretmek istiyor. Yeni nesil organizasyonların başarısı; insanları yönetebilme gücünden değil, insanlarda ilham oluşturabilme kapasitesinden geçiyor.

Bu kitap, tam da bu gerçekçeler ile kaleme alındı.

Elinizdeki çalışma, VUCA çağının zorluklarını anlamaya çalışan liderler için yalnızca teorik bir kaynak değil; aynı zamanda bir üçlü dönüşüm (yaklaşım- uygulama-geliştirme) çağrısıdır. Dijital çağın liderlik anlayışını, motivasyonun değişen dinamiklerini ve geleceğin organizasyonlarını şekillendirecek temel ilkeleri birlikte ele almaktadır.

Bu kitabın araştırmacı yazarlar tarafından temel amacı;

Yöneticileri daha fazla dijitalleşme süreçlerine yönlendirmekten öte daha farklı düşünmeye davet etmektir..Çünkü geleceğin kazananları, değişimi en iyi tahmin edenler değil; değişime en hızlı uyum sağlayanlar olacaktır....

Ve unutulmamalıdır ki;

Dijital çağda kurumların kaderini yalnızca teknolojik kapasite belirlemez.

Kurumların kaderini, teknolojiyi anlamlandırabilen liderler belirler.

Bu kitabın, geleceği yönetmeye çalışan tüm liderlere ilham vermesi ve onları yeni bir liderlik yolculuğuna çıkarması dileğiyle...

**Dr. Erkan DÖNER**

22 Mayıs 2026

Erdemli\MERSİN

# İÇİNDEKİLER

## BÖLÜM 1

GİRİŞ .....	1
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## BÖLÜM 2

TEORİK ARKAPLAN & LİTERATÜR TARAMASI .....	9
--	---

2.1. Dijital Liderlik .....	9
-----------------------------	---

2.1.1. Dijital Liderlikte Kuramsal Temeller ve Kavramsal Çerçeve .....	11
---	----

2.1.2. Dijital Liderliğin Tanımları ve Kavramsallaştırmaları .....	12
--	----

2.2. Motivasyon .....	36
-----------------------	----

2.2.1 İçsel Motivasyon .....	43
------------------------------	----

2.2.2. Dışsal Motivasyon .....	50
--------------------------------	----

2.2.3 Çalışan Motivasyonuna İlişkin Temel Kuramsal Çerçeveler .....	54
--	----

2.4. Liderlik ve Çalışan Motivasyonu Arasındaki Bağlantı .....	58
--	----

2.5 Dijital Liderlik ve Motivasyon .....	62
--	----

2.6. VUCA Ortamı ve Dijital Liderlik .....	80
--	----

2.7. VUCA Nasıl Algılanmaktadır? .....	92
--	----

2.7.1. Algılanan VUCA Maruziyeti .....	103
--	-----

2.8. Motivasyon ve VUCA .....	108
-------------------------------	-----

2.9. VUCA Çağında Dijital Liderlik ve İçsel Motivasyon .....	118
--	-----

## BÖLÜM 3

ARAŞTIRMA YÖNTEMİ .....	133
-------------------------	-----

3.1. Araştırma Modeli .....	133
-----------------------------	-----

3.2. Örneklem .....	139
---------------------	-----

3.3. Veri Toplama Araçları .....	140
----------------------------------	-----

3.4. Analiz Süreci .....	144
--------------------------	-----

İçindekiler

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<b>BÖLÜM 4</b>	
<b>BULGULAR.....</b>	<b>147</b>
<b>BÖLÜM 5</b>	
<b>TARTIŞMA VE SONUÇ.....</b>	<b>155</b>
<b>KAYNAKLAR .....</b>	<b>178</b>

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