



RESEARCH ARTICLE

RESEARCH OF PLACE AND IMPORTANCE OF THE LEADERSHIP IN EFFECTIVE CRISIS MANAGEMENT

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ABSTRACT

In general terms, crisis is an inconsistent condition which is not steady and requires reform. The protection from the negative effects of the crisis and even to prejudice the crises in favor of themselves depends on the extent to success of the business in crisis management. An effective leadership provides to overcome the crisis as stronger form. The crisis is an important actor who shall play a key role in moving the competition power of the organization to the highest level by producing alternative policies in actualization of efficient reforms for the leadership. The aim of this research is to draw a conceptual frame related with the place and importance of the leadership in the crisis management on the basis of previous studies. Accordingly, a theoretical structure is tried to be formed by studying the researches which are made about the crisis, crisis management and leadership concepts. As a result, the leaders can manage the crisis and the modern leadership behaviors which defend the changes and innovation in leadership has a positive effect on the crisis management.

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INTRODUCTION

The crisis is a subject which gains importance for leaders in terms of increasing and extending the activities of the organization which they manage. The crises which arise from both internal and external factors, affect the organizational, administrative and economic structures of the managements in negative way. There are some powers that provide the groups, managements and societies to develop development, change and proceed. Leaders are the leading powers. More generally, the leaders determine the configuration and formation of the history. The internal dynamics, mental structures, attitudes and behaviors of the leaders are different from the normal persons. This difference takes them to the leadership position (Güney, 2012:31). To constitute and evoke human groups who tend towards specific objects and targets, require a separate skill and convincing talents which are not found easily in every person. When many definitions in literature related with the leadership are studied, this concept may be identified as gathering a group of persons around specific objects and the total of the talents and knowledge of evoking those people for actualizing these objects (Eren, 2014:435).

"Leadership" is the most important among the success criteria in crisis management. For designating a person the title of "leader", this person must gather and evoke the humans, to leave a mark and to create a change. The precondition of the leadership is to be ethical and to have a message. The leader forms a prospective picture with his mental and intellectual experiences. This is the vision of the leader. The leader follows his message and the persons around him follow the leader (Tutar, 2011:146).

Conceptual framework

The crisis management and leadership concept which is the research subject lately within literature studies are taken for evaluation in this study. In this section Crisis, Crisis Management and leadership fact which are effective on the managements, are emphasized and definitional and explanatory terms are used within conceptual framework.

Concept and feature of the crisis

The word crisis originates from "krisis" Greek work which means judgement, selection, identification and decision (Glaesser, 2005:1).

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In general terms, crisis is an inconsistent condition which is not steady and requires reform. It is used as synonym of depression and collapse (Gençtürk, 2004:6). According to another identification, the crisis is the condition which may affect the high level targets and operation orders of an organization, may endanger its community, requires immediate precautions and form a tension in the organization (Tutar, 2000:16). The crisis in the field of management has been identified as the integrity of the activities which prohibit, disturb or destroy the activities of the management (Şimşek ve Aydoğan, 2000:116). The crisis is also identified as a condition which treats the viability of the organization, having high effect and is unexpected and undesired (Pearson and Clair, 1998:60; Asunakutlu ve Dirlik, 2009:36).

The features of the crisis may be identified as follows (Budak ve Budak, 2004:568);

- The crisis condition cannot be generally estimated
- The estimation and crisis prevention mechanisms of the organization may sometimes be insufficient
- The crisis threatens the object and existence of the organization
- There are no sufficient knowledge and time for determining the routes that must be followed for overcoming the crisis.
- The crisis requires immediate intervention
- The crisis creates tension in determinants.

The crises in the managements may be evaluated as the extraordinary conditions which arise from humans, organizational structures, economy or technology and damage the natural, social and human life (Sevim ve Sürmeli, 2009:148). The features of the crisis period in terms of organization; may be identified as three stages; centralization of the authority, panic and fear and breakdown of the resolution process (Can, 2005:395).

The resources of the crisis

The managements cannot be isolated from their environments. In the occurrence, start, expansion and termination of the crises, there are the effects of many factors which are associated with each other or can develop independently and have a wide variety both in management and out of management. These factors may be different from each other or may have a wide variety or the weight of these factors in the crises may be in different dimensions (Fink, 1986:88). The factors which cause the crisis, are basically examined in two groups. They are classified as internal factors and external factors (Asunakutlu vd., 2003:144).

Internal factors: One of the factors which have important roles in the occurrence of the crises in managements, is the problems and insufficiencies which arise from the internal structures of the managements (Tüz, 1996:7). The internal factors may be discussed in two dimensions as managerial and structural. The managerial qualification; probably the most important reason for the organization to experience crisis condition is their insufficiencies and inexperience of the top executives of the organization in data collection, commenting and evaluating related with the changes and observing the environmental changes.

The structural qualification; if the organizational structure has formed a communication system and hierarchic structure which does not enable the immediate access of the persons or groups who are closest to the problem to the top executives, or if the organizational structure is so strict as not to accord with the environmental changes, the possibility of the organization to encounter with the crisis, increases (Çetinsöz, 2010:40).

External factors: The external environment factors consist of the factors which are beyond the managements and cannot be controlled. The uncertainty and complication of the management environment against the constant changes and the impossibility of estimating the conditions form a basis for the crisis (Tack, 1999:85).

The concept and scope of crisis management

The crisis management can be identified as “process of the organization to evaluate the crisis signals for the possible crisis condition and implementing and taking the essential precautions for recovering from the crisis with the minimum loss”. The main purpose of the crisis management is to prepare the organization for the crisis (Şimşek ve Çelik, 2012:308). The organization must be well-managed for continuing its activities in a coordinated form. A good executive fulfills this management function. We understand “Leader” executive in terms of our subject. In crisis environment some negative conditions arise in the organization. Small contradictions turn into the tensions. The relationships are imperiled. Finally the management becomes to break down. When the leader involves and creates order, the conditions become better (Çelik, 2010:143).

Although there are various negative sides of the crises, they provide development in some fields and cause the emergence of innovative ideas. In this respect, the crises have the potential of bringing the opportunities with themselves. Accordingly, the crises must be considered as living with the risk of an earthquake, the precautions must be taken accordingly and it must be considered that the most important thing is to manage the crisis in a good way (Tsang, 2000; İbrahimoglu, 2011:732). The perception of the management and all its employees related with the crisis, directly affects the methods of dealing with crisis. To see the crisis as an opportunity may create differences for the management. The leaders who can transfer this kind of thinking way to its followers, do not see the crisis as an end. In their opinion, the crisis is the resource of new cases and changes. The changes can be an opportunity for the management. To reveal this opportunity potential and to combine with the objects of everyone is a task which must be undertaken by the leader (İbrahimoglu, 2011:734). The crisis management process consists of five stages. These are; to determine the alarm signals, preparation and protection, taking the crisis under control, returning to normal condition, learning and evaluation (Bedük, 2012:136).

Leadership concept and modern leadership types

The word leadership was first used in English on 1300. It originates from “leden” word which means “leading”. It comes from “leaden” verb which means “travelling” or “going”.

Its provision in Greece is “hegemon” and it is equal to “road” or “travel” as in the “dux” word which means leader of the Romans. It becomes clear with the words “governor” or “gubernator” which means wheelman of the ship in Latin (Adair, 2005:66). The leadership word has many identifications in world literature. Some of them are as follows:

- The leadership is the whole behaviors performed by the individual for directing the behaviors of the group for a common purpose (Hempfill ve Cons, 1957; Zel, 2011:109).
- The leadership is the process of interaction between persons who are directed for reaching the predetermined targets in an environment where the communication process is experienced (Weschler ve Massarik, 1961; Zel, 2011: 109-110).
- The leadership is the activity of affecting the human behaviors for fulfilling a specific purpose, an organized group (Rouch ve Behling, 1984; Zel, 2011:110).

Socrates who lived in B.C, was the first person who identified the qualifications in a leader in ancient Athens. Ksenofon who benefitted from the ideas of Socrates, have identified the qualifications of an ideal leader in his work named *Cyropaedia*; mildness, justice, wisdom, docility, calmness, pensiveness, kindness, sympathy, helpfulness (Adair, 2005:29). There important features of the leadership which is identified for many times by the social scientist as of 1900s; the title awarded to the person; the feature of the person, behavior structure of the leader within the group (Luthans, 1992:268-269).

The leadership is the person who determines the purposes of the group and can direct the group in the most effective way in actualization of these purposes (Bedük, 2012: 147). An effective leadership may provide the strong recovery in crisis condition. According to Yukl, Locke, Conger and Kanungo, the efficient leadership consists of these elements (Akgemci ve Doğanalp, 2008:197):

- Purposes, targets and developing a common sense for achieving them,
- Evaluation of business activities and behaviors and commanding the importance of the information related with them to other
- Forming and continuing the excite, enthusiasm and optimism within the organization as well as the cooperation and trust,
- Encouraging the flexibility in decision making and change,
- Forming and continuing a significant identification for the organization.

It is possible to meet with different leader type in implementation: Some of them are as follows:

According to Taylor, *Transparent Leadership*, is modelling the excellence. He accords with being a transparent leader because successful persons leave hints behind them for other persons. It is a leadership approach which puts the vanity, unnecessary ornaments, exaggerated expressions and terminology aside, adapting the strongest, proved tools and techniques to real life without keeping any mysteries and regains the persons (Taylor, 2009:9-136).

Cosmopolite leadership does not depend on a single culture and may form as occasions require (Uyar, 2012). In another expression, it means that the leader takes the opportunities in other sector, discipline, function and cultures by going beyond the traditional wall (Akçakaya, 2010:305). The *visionary leadership* is a horizon leadership and directs to the future and has the purpose to move the requestors to the future with its visions. The visionary leaders are seen as the leaders of the future (Aksu, 2009:104). *Super leadership* or in another words, the main subject which the leadership style on its own wants to emphasize, consists of determining, regulating and changing new standards as well as the individual behaviors for fulfilling the purposes and current standards (Doğan ve Kılıç, 2009:95-96). Nicholls, has identified the *imaginary/authorizing leader* like an actual leader who can transfer his opinions related with the future and with a personality structure showing too much kindness for encouraging persons by forming authorization and providing participations (Akçakaya, 2010:117). According to Burns, *Transformational Leadership* is the process of leaders and followers in taking each other to higher level in terms of morale and motivation (Akgemci, 2012). We confront the *trainer leadership* as a leadership type which trains and guides its subordinates in solving the organizational powers which they confront (Alkin, 2006:43).

The charismatic leader put across himself and his opinions with the inherent features and social tactics. It structures his visionary ideas not according to the persons but to the talents and reliability of the persons (Akçakaya, 2010:113). *Quantum leadership* approach accepts the leadership as an uncertain, unpredictable, undefined reality. This acceptance bases on the uncertainty principle in quantum physics. The leader features the flexibility by accepting that there is a constant change and this causes the uncertainty (Erçetin, 2000:78). *Symbiotic leadership* shows itself by encouraging the whole organization members in contribution to the management and by increasing its organizational performance (Akçakaya, 2010:122). *The artificial leadership* is the leadership model which causes the danger of not presenting an ordinary existence by having the concern for impression. It works through the gains of the persons around him and concerns about the things he provided for these persons, he cares in focusing his environment and not acting only with personal expectation (Fındıkcı, 2009: 57).

Literature

The theoretical frame of the study is formed with a wide literature review. For this purpose, the domestic and foreign books and periodicals were reviewed and the theses, journal and studies and researches in the articles were analyzed by reaching through both original texts and internet environment. Some of the examined studies are summarized as follows: Pearson (1993) has identified the frame of the crisis management. He identified the preparation structure of the organizations for the crises in two types. First one is to determine how a company prepares for the crises. The second one actualized following this stage. It is the determination of how the organizational systems are actualized. In their studies, Hunt, Boal and Dodge (1999), have expressed that there are four threats in the crisis environments.

These are crisis sensitivity, vision in crisis conditions, change in crisis conditions and low effectiveness. They have expressed that leaders shall be alone with four threads in case of the non-existence of crisis. They are vision without crisis, change without crisis and low effectiveness without crisis. They have mentioned that they have positive effect on the leadership crisis management. In his study, Ögüt (2002) dealt with the crisis management approaches in small and medium scales industrial managements. In his study, he analyzed the textile sector. He has mentioned that thirty six industrial managements have experienced a crisis period and thirty one managements have a crisis plan. Boin and Hart (2003) expressed that the crisis management is a duty of the political and bureaucratic leaders. They expressed the crisis and leadership as two concepts which interact with each other.

In his study, Lalonde (2004) dealt with the crisis management in modelling research. Lalonde expressed that the crisis is an opportunity for the executives for adding new structuring. Tuğcu (2004) dealt with the importance of the leadership concept in crisis management. He expressed that the leader has a role in overcoming the crisis but it is not solitary sufficient. Boin, Hart, Stern and Sundelius (2005) analyzed the crisis management policies in their studies. They have expressed that the expectations of the societies and members are determined according to the behaviors of the executives in crisis periods. Wooten and James (2008) emphasized the importance of the crisis management in the development of the human sources. They have expressed that the leaders shall have various talents and skills for actualizing these.

In their study, Carandall, Parnell and Spillan (2009) have mentioned about four stage frames in modern crisis management. The first of them is the field research. The field research determines the crisis threats inside and outside the organizations. The second one is the strategic planning. The strategic planning plans the management of the crisis conditions and expects. The third one is the crisis management. In this stage, the crises which are affected from the compositions, are determined. The last stage is the organizational learning. What is learnt from the crisis, is researched in this stage. In his study, Doğanalp (2009) has analyzed the bank executives. He has found that the bank executives have transformational leadership features and the crisis has affected the banks in medium level.

In his study Jaques (2009) dealt with the crisis management within definitional frame. He has expressed the challenges in identifying the crisis management. He has expressed the problem and crisis management as two separate approaches which do not have consensus in terms of terminology and structure. Coyne (2011) dealt with the study under the title of constitutions and crises. He has focused on three main points for understanding the crises. First of them is how the society rules exists for dealing with the crises. The second one is how the crises affect from the rules. The last one is the possibility of crises reforms after the crises. In his study, İbrahimoğlu (2011) researched the relationship between the leadership and crisis management in the managements. He has revealed the result that job oriented leaders perceive the crises in positive form.

In their study, James, Wooten and Dushek (2011) expressed that the crises increase both the dominance and the violence in possible size. They expressed that the crises may overcome the threats. In their study, they have presented positive approaches related with crisis and leadership. In his study Arslan (2013) researched the effect of the leadership on the crisis management. He has seen the existence of the qualifications like vision focused thinking, charisma phenomenon, personnel strengthening as an efficient tool in coping with the crisis process.

In their studies James and Gililand (2013) examined the crisis intervention strategies. He has expressed that the crisis interventions developed historically and evolved in the last sixty years. James and Gililand expressed the principles and features of the crises as follows:

- The crises are both opportunities and threats for the human experiences.
- The crises are generally limited with time but the transition crises develop the crises by making improvements.
- The crises are generally complex and hard to solve.
- Those who have life experiences from crises and work in the other service sectors may affect from the crisis interventions.
- The crises contain the seeds of growth and changing signals.
- Panaceas and instant solutions are not applied for many crisis periods.
- The crises confront the individuals with their choices.
- The emotional imbalances and irregularity bring the crises together.
- The solution of crises and individuality contact with the crisis employees.

In their study Haddon, Loughlin and McNally (2014) searched the roles of the leaders in the financial crises. In this research, they have revealed the potential limitations related with the leadership. They have expressed that while the continuous communication draws attention during the crises, the qualitative findings of the expectations of the employees must be emphasized.

RESULTS

In the last years where the capacities of the organizations increase, problems in the rate ratio are experienced in the audit and administration capacities. In these periods where some troubles are experienced and the management cannot be handled completely, the system punishes the failures in strict way. The importance of the leaders which provide immediate and efficient recovery from the crisis conditions, increases daily within such system where the results of the crisis conditions may result with destruction. These two concepts are frequently analyzed in the literature as depending on the interaction between leadership and crisis (Arslan, 2013:115). The leadership phenomenon has protected its importance throughout the history and authors, statesmen and theorists have made different definitions related with this matter and dealt with the different aspects of the leadership.

In the periods where managerial researches are made in terms of science, different opinions are seen related with the different leadership identifications and specifications of the leaders (Deliveli, 2010:128). Leadership shows itself in the reaction against the critical conditions and organizational crises. The skill of the leader is related with overcoming the critical conditions by coping with the crises and bringing the working relations based on norms and values to the forefront (Tutar, 2011:147).

Finally, leadership is not a duty. It is a success factor of the crisis management and an inevitable responsibility. In our study which is similar to the study of Wooten and James (2008) and İbrahimoğlu (2011), we may say that the leaders can manage the crisis and the modern leadership behaviors which defend the changes and innovation in leadership has a positive effect on the crisis management.

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