THE RELATIONSHIP BETWEEN THE SELF-EFFICACY PERCEPTIONS AND MANAGERIAL DECISION MAKING STYLES OF HEALTH CARE MANAGERS WITH THEIR TRANSFORMATIONAL LEADERSHIP

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ABSTRACT

The current study examines the relations of healthcare managers' self efficacy perceptions with their decision making styles and transformational leadership. 411 healthcare managers who work in the hospitals and healthcare organizations located in Şanlıurfa-Turkey have participated in the research study. The relations among the variables of the study have been analyzed by SPSS programme. The findings of the analyses have reported that healthcare managers' perceived self efficacy level had low, positive and significant relationship with their transformational leadership and had moderate, positive and significant relationship with their four styles of decision making. Additionally, the regression analyses have showed that the healthcare managers' self efficacy has significantly explained their decision making styles and transformational leadership.

INTRODUCTION

The aim of this thesis study is the evaluation of the relationship between the self-efficacy of the managers in the hospital business and their decision-making and transformational leadership qualities in management. The study covers the identification of the individual characteristics which affect the decision-making status and transformational leadership qualities of the managers in the hospital institutions. In the review of the literature regarding these concepts, the researches showing the relationships between self-efficacy which is an important individual trait and decision-making in management and between the self-efficacy and transformational leadership qualities have not been demonstrated. Therefore, in this study, in the light of the researches in the literature of self-efficacy, decision-making in management and transformational leadership, it is aimed to research the relationship between the self-efficacy and decision-making, and transformational leadership qualities of the managers in the hospital businesses operating in Şanlıurfa. Along with this research process, it is tried to determine the effect of self-efficacy on the decision-making process and the transformational leadership qualities of the managers who work in the hospital services.

In the first part of the study, a literature review and a conceptual evaluation were conducted. First, it is aimed to research the relationships between the "Self-efficacy levels" and "decision-making in management" and "transformational leadership qualities" and these terms

were defined. Thus, in the first part of the study, the definition, scope and importance of decision-making in management and transformational leadership qualities which are the dependent variables of the study were studied and then the concept of self-efficacy was discussed. In this context, the first part focuses on the concept and the content of the decision-making in management. First, the concept of decision-making in management was addressed, then the importance and the development of the decision-making concept were discussed and the stages and types of the concept were analyzed. In addition, the various individual antecedents of the decision-making in management were also examined by addressing the individual and organizational variables which are related to decision-making in management. Afterwards, the concept of self-efficacy was described and the importance of the self-efficacy concept was discussed. In addition, a variety of individual and organizational consequences of the self-efficacy concept was also researched by addressing the individual and organizational variables which are related to the self-efficacy concept. In this part of the study, finally, the concepts of leadership and transformational leadership will be explained and then the importance and development of the transformational leadership will be discussed and its different dimensions are examined. In addition, the various individual antecedents of transformational leadership were examined by addressing also the individual and organizational variables which are related to transformational leadership.

In the second part of the study, following the explanation of the purpose of the study which is conducted for the examination of the relationships between the self-efficacy concept and, decision-making in management and transformational leadership qualities, the preconceptions, research model with limitations, variables and hypotheses of the study are presented.

The third part of the study consists of the information regarding the methodology of the research which is conducted to determine the relationships between self-efficacy and, decision-making in management and transformational leadership. In this part, the information on the scope, method, sample characteristics and data collection technique of the application which is conducted on the managers working in the

hospitals and health organizations in Şanlıurfa and the analyses of the findings are presented.

In the fourth part of the study, a summary and discussion of the overall findings of the study are included. The findings obtained as a result of the study are summarized and re-evaluated together with the literature studies. In consequence of the discussion made, the constraints of the study are presented in the final part of the study.

I. LITERATURE REVIEW AND
CONCEPTUAL EVALUATION

In this study, it is aimed to examine the relationships between "self-efficacy levels" and the concepts of "decision-making in management" and "transformational leadership qualities" of the managers working in health sector, and primarily, it is deemed necessary to define and discuss these concepts. Therefore, in the first part of the study, the definition, scope and importance of decision-making in management and transformational leadership concepts which are the dependent variables of the research will be reviewed and then self-efficacy concept will be discussed.

In this context, this study addresses the positive results of the self-efficacy levels of health care managers and focuses on decision-making in management and transformational leadership qualities of those managers among these results. Literature on this subject will be reviewed as well as discussing the positive results of self-efficacy levels, and especially decision-making in management and transformational leadership concepts will be evaluated. In this context, the relationship between the self-efficacy levels and decision-making in management and transformational leadership qualities of the health care managers and its effects on these qualities will be examined in the light of the findings to be obtained as a result of the research to be done.

1. CONCEPT OF DECISION-MAKING IN MANAGEMENT AND ITS CONTENT

In this part of the study, first, the concept of decision-making in management will be explained, the importance and development of decision-making in management concept will be discussed and stages and types of this concept will be reviewed. In addition, the various individual antecedents of decision-making in management will be reviewed by addressing the individual and organizational variables which are related to decision-making in management.

1.1. Definition of Decision-Making

Management process activities consist of several stages which have great importance for the whole organization. One of these stages is the decision-making. Decision-making in management has become an issue of utmost importance among today's business threads. In fact, some scientists have gone so far as to consider the decision-making process to be equivalent to management because the managers are consistently in the position of decision-making while fulfilling the functions of planning, organizing, directing, coordinating and controlling of their managerial actions. In other words, decision-making can be considered to be a factor that constitutes a basis for management activities, rather than being a separate management activity (Akat, Budak and Budak, 2002:331).

For all these reasons, decision-making has become a complex action considering the recent social and business environment. The uncertainty about the future and the nature of competitive environment has increased the difficulty in decision-making from the point of enterprises and executives. Information and technology are rapidly changing and new problems are emerging. Therefore, finding the best option has become quite difficult for the decision-makers. While making a choice among many alternatives, managers have to find the best option providing the objectives which contradict with each other in the most efficient way by taking multiple criteria into consideration. Managers have to make decisions by considering how their decisions will affect their existing resources and range of motion and other people and departments. In

case of lack of resources the decisions made may not always be the best decisions for the enterprise. The effectiveness of the decisions in management is related to whether they provide the desired results and the achievement of obtaining the desired results determines the effectiveness of the decision (Ersoz and Kabak, 2010:98). Herein, all the choices on the subjects of which purposes will be taken to forefront, which opportunities will be created, which resources will be allocated in line with which principles and who will carry out the execution of decisions taken constitute a characteristic of a decision (Varoglu, 2000:2).

According to Kuzgun (2006), when there are multiple ways that lead to an object, a person or a case which is considered to be capable of resolving a necessity or when the efficacy of a target which is aimed to resolve a necessity is uncertain, every step taken in order to overcome a difficulty is a behavior. Since humans are not beings that automatically adapt into their environment by means of their instinctive reactions, they will have decision-making experiences at all stages of their lives. If the problems that require decision-making are important and committed actions are irreversible, the stress experienced by a person will also ??? as much. When people are confronted with decision-making situations, they will react differently and take different actions (Dilmacand Bozgeyikli, 2009:183)

In these general terms, the decision is a general expression for the choices made by people against the alternatives that they may face at any moment. The decision may also be defined as "the permanent allocation of scarce resources in our possession against a problem related to the real life" (Baykoc, 2001 Cited by Ersoz and Kabak, 2010:98). In addition, in accordance with the statement of Mintzberg (1979), the decision is defined as "a series of dynamic factors and activities that starts with the definition of the elements necessary for an action and ends with the formation of a significant judgment" (Frishammar, 2003:318).

Decision-making concept is defined differently by many researchers regarding their fields. Some of these definitions are as follows:

Decision-making is "the summation of physical and mental efforts related to making choices and preferences from a variety of things" (To-

sun,1992:308). Decision-making is "the selection of the most appropriate course of action from the available options"(Erturk, 1995:189). Daft (2000) defines decision-making as "the determination and selection of the most effective and the most convenient alternative to achieve determined objective from existing alternatives". Decision making is the act of making a choice in situations where a case or cases with multiple dimensions exist (Ozkan, 1992:51). Decision-making is "the selection of the way that is regarded as the most appropriate by the decision-maker regarding his/her expectations from existing alternatives in order to achieve a particular purpose in an ongoing event"(Harrison, 2000:5). Decision-making is "the process of making one or more possible choices which comply most with a purpose or purposes from all existing alternatives" (Filiz, 2004:4).

Decision-making is defined as the process of selecting one of the available alternatives in order to take an action (Nutt, 1976:84). Decision making is the process of choosing among the alternatives to achieve the result which is the most appropriate for the condition after learning about the alternatives (Chatoupis, 2007:195). Decision-making is "the selection of one of the available alternative ways to achieve a goal by taking some certain criteria into the account" (Teale et al. 2003:6) The aim of all decision-makers is to reach the right decision. "The correctness of the decision emerges when it is evaluated from the aspects such as objective, total output, alternative opportunities and process costs" (Yates, 2003:32). Decision-making process is the capability of the decision makers to select the most appropriate option for their purposes and the most appropriate for the extent determined by themselves in cases they are encountered by different options (Tekin, 1996:16). Herein, decision is the essence of the activities of an organization (Harrison, 2000:463).

Reviewing the literature for the administrative sciences, regarding the decision making process, it is observed that various definitions such as, selection of one of the options that leads to an action (Kaya, 1996:94), the selection of the most appropriate of the possible ways regarding the resolution of a problem (Aydin, 1998:126), an institutionalized process which is referred in order to make any sort of changes in an organization (Cook and Slack, 1991:4), were made (Ozmen and Yoruk, 2005:180). To

summarize, the decision, which is a concept in the management process activity, stands for a "choice". Any choice in any matter made by a manager or any person is a "decision". Then, the verbs; "choose, prefer, attitudinize, adopt", are very closely related to "decision-making". The way that is adopted as a remedy or solution by the manager as a result of his/her deliberation represents the decision of the manager (Kocel, 2007:76).

On the other hand, the "correctness" of a decision is meant to be capable of meeting the requirements at the highest level, to maximize the total output considering the unexpected situations that may arise in the decision-making process, to provide more benefits than its alternatives and to be less costly (Ozmen and Yoruk, 2005:180). Recovering all these proposed definitions, the decision-making is the collection of the guiding information to reach the desired result regarding the encountered situation, the constitution of the options with scientific and logical reasoning in the light of this information and the implementation of the most appropriate option among these.

1.2. Features to be Included In An Effective Decision

Since it is very important in individual and social life, it is very important to evaluate a decision and decide whether it is a good decision or not. As previously mentioned, the decision is taken to take an action and reach a goal. Since a decision taken is based on this reason, whether it is a good decision or not will depend on to what extent it resolves the problems. However, the actual results of the decision will emerge after its implementation. Because a decision can be regarded as effective if "it does not create any cost" by a manager, other managers can consider it to be effective if it can be "quickly decidable" or "original". The concept of good may vary according to a person, time, place or subject (Kocoglu, 2010:36). In its shortest form, it is possible to say "the best decision is the decision which makes you reach your goal". An effective decision is the decision that creates a new situation or a desired result as a consequence of its effect. As a result of the implementation of a decision, undesirable consequences (side effects) may occur and this can be considered to be the cost of a decision. At this point, there arises a need to evaluate the goodness level of a decision with respect to its costs. On the other hand,

the decisions taken have an important place in the individual or social life. Thus, whether a decision is good or not poses a great importance. The features needed regarding a good decision must have can be briefly summarized as follows:

- *A decision must be effective:*A decision must first be effective to be regarded as a good decision. This decision will be effective depending on to what extent it resolves the problem requiring the decision. Thus, at the beginning, it is required to correctly identify the problems to be resolved as a consequence of the implementation of the decision (Kivrak, 2001:3).

- *A decision must be efficient:*It means to keep all the types of costs that may arise in the stages of making or implementing the decision at a "prescribed level" (Imrek, 2003:5). A good decision should be formed in a way that will give the best result by keeping the cost at minimum with low expense and less sacrifice.

- *A decision must be applicable:*The applicability of the decisions taken also increases or decreases the goodness (value) of a decision. The practicableness and the compliance of the decisions with the existing situations will enhance the acceptability and applicability of the decisions (Kocoglu, 2010:37).

- *A decision must be taken on the right time:* A decision should neither be delayed which will result the missing of opportunities nor be taken without doing a thorough investigation and research in a hurry. Therefore the best decision is the decision which is taken on time. Some of the standard issues to be followed in order to enhance the goodness of a decision are as follows: (Imrek, 2003:7)

  - To fully familiarize with the interest groups and individuals who are related to the decision to be taken

  - To know the reactions of the related individuals/groups against similar decisions in the past

  - To know the needs and psychological and social structures of the relevant people

  - To be able to predict the risk perception of relevant people with our own risk perception.

- To do the feasibility studies in a necessary and efficacious way.

Based on these descriptions, a good and effective decision can be defined as the decision which leaves a positive impact on other individuals and ensures the objectives of the decision maker.

1.3. Decision Types in Management

At the end of the decision making process in organizations, it is possible to categorize and group the decisions of different structures and qualities according to various criteria. The benefit of such a classification is to demonstrate the usability of different techniques and approaches for different types of decisions. Although there is no common consensus on the classification of the decision in management a classification can be made according to their hierarchy level, information level and structures. The decisions are divided into two distinct ends. These are programmed and unprogrammed decisions.

- The usual (routine) and repetitive decisions which do not require a reconsideration every time are described as "programmed decisions".

- New decisions which are not bounded to a program and might have important consequences are described as "unprogrammed decisions".

The decisions which are basically categorized according to their structures and effects can vary in a range from the decisions that lead the course and have long-term effects to instant tactical decisions. Although different numbers of decision types are mentioned in the literature, there are 6 decision types which are commonly accepted (Ates, 2008:5-6):

- **"Structural Decisions"**; are clear, precise and easily identifiable decisions

- **"Non-structural decisions"**; are complex and uncertain decisions which are hard to identify.

- **"Programmed decisions"**; are the decisions based on pre-defined organizational methods. They are generally aimed at resolv-

ing the repetitive problems which are easy to understand. Programmed decisions are the decision of a nature which often repeats routinely. Such decisions are applied in the same way how they have been programmed once. Programmed decisions may be related to internal functioning of an organization as well as being extroversive. Most of the daily decisions on business are of this decision type. For example, the decisions such as the personnel affairs of the staff, allowances and per diem and the decisions made on price policy for the regularly ordering customers and customer complaints are conducted continuously and repeatedly in a same way how it is predetermined once (Kocoglu, 2010:38).

Programmed decisions require the situations which allow for standard decision patterns to be referred and developed in the future. They emerge as a response to repeated organizational activities. When administrators have formulated the decision rules once, the lower levels can make decisions independently of administrators (Daft, 2003:273). Most of the decisions made by lower level managers and middle managers are programmed decisions. However, a minority of the decisions taken by senior executives are of this decision type (Daft, 2003:273). On the other hand, with respect to their hierarchy level, the decisions are categorized into three groups in proportion to distribution of authority. The decisions taken by the lower levels of an organization are short-term, technical decisions. General they are intended to implement the decisions taken by higher levels. Mid-level decisions are tactical decisions which are taken in order to ensure coherence and coordination between the higher and lower levels. The upper level decisions are comprehensive decisions with long-term effects which are dominated by uncertainties (Kocel, 2007:60).

- **"Unprogrammed decisions"**; are the decisions for which there is no predetermined procedure. Unprogrammed decisions are taken as a response to poorly defined, unstructured, non-ordinary situations which may lead to important consequences for organizations. They require a strategic planning since the uncertainty is large and the decision area is complex. Establishment of a new factory, development of a new product

or service, penetration to a new geographic market and relocation of headquarters can be given as examples of unprogrammed decisions.

Unprogrammed decisions include the decisions which are taken under unusual circumstances.

The decisions of this type are the decisions that we have not encountered before and we do not always have examples that we can use as a reference for. There are many external factors affecting our decisions of this type. If it is possible to be precisely aware of the external factors in question, the situation is described as certainty. For a manager, the decisions made in case of certainty are the easiest decisions. However, the decisions of this type are quite rare (Kocoglu, 2010:39). Mostly, the external factors affecting the decision are not known exactly. This situation requires making a decision under risk and uncertainty. The major difference between risk and uncertainty is; although the probability of event occurring in case of a risk can be known, it is not possible to know these probabilities in case of an uncertainty. Due to their nature, unprogrammed decisions usually possess a significant amount of uncertainty. In other words, there is an environment in which the decision maker does not have any information on the certainty or possibility of the occurrence of an event. Climbing upper levels in hierarchy, unprogrammed events become more of an issue (Balcik, 2002:191).

- **"Strategic Decisions";** are the decisions that bring great changes in the mentality and/or management style and change the direction of the business owing to this aspect. They are the decisions related to activity areas of the organization, new investments and market expansions. This is also described as "activity field selection" (Eren, 2005:36). These decisions are taken by performing environmental analyses and carry out evaluations of customer needs, development paths and services (shortages and weaknesses, opportunities and threats). Strategic decisions are also the decisions which carry efforts, vision and values and judgments through measurable and practical outcomes. They address the business as a whole. In an organization, strategic decisions are taken by board members, general manager, and deputy general manager, planning managers and consultants, in other words, by top managers.

On the other hand, the "managerial decisions" which constitute the main subject of this study are shaped according to strategic decisions. Managerial decisions are related to bringing the form and shape of the business into being. They are related to the establishment of the best organizational structure and the acquisition of business resources and related developments in order to achieve maximum results from the operational resources (Eren, 2005:35). Based on the hereby statements of Eren, there are two dimensions of managerial decisions:

a) The decisions related to organizing: are the decisions regarding the determination of the relationships of authority and responsibility and how the flow of information and work must be in order to provide efficient and effective operations.

b) The decisions related to providing and developing resources: are the decisions on the matters such as required raw materials, development of personnel and financial resources and flow of materials and equipment.

- **"Operational decisions";** are the short or medium term decisions regarding the ordinary course of business. These decisions are related to implementation of general plans and programs. These are the decisions oriented to the actions concerning lower levels. In other words these are the decision taken by a department or a section regarding the use of resources allocated for it. For example, advertising, sales and production programs and so on. Operational decisions enable the resources to enter the production process in the most effective and efficient way (Eren, 2005:37). The uncertainty and risks of the decisions of this type are minor; thus, standardization is possible.

It is often very hard to consider operational and strategic decisions independently. Every strategic decision taken can affect operational decisions. Likewise, operational decisions also have effects on strategic decisions in terms of time and scope (Ates, 2008:5-6). Other decision types can be summarized as in the table below.

Table 1. Other Decision Types[1]

Decisions w.r.t. their operating function	Marketing decisions Production decisions Financial decisions Personnel decisions Decisions regarding other functions
Decisions w.r.t. the field they are implemented	Planning decisions Executive decisions Supervisory decisions
Decisions w.r.t. the decision making organ	Individual decisions Group decisions
Decisions w.r.t. their topic	Personal decisions Substantial decisions
Decisions w.r.t. contribution level	Centric decisions Centrifugal decisions Sudden decisions Bottom-to-top decisions
Decisions w.r.t. their relativity	Static decisions Dynamic decisions

1.4. Decision-Making Process in Management and its Stages

Every day, managers perform their managerial activities by carrying out decision-making process for many different cases. Management is the process of creation and maintenance of an environment that allows people to work together in order to achieve the predetermined objectives in an effective and efficient manner (Koontz and Weichrich, 1988). Management is the process of gathering, coordinating and using a variety of factors in order to achieve organizational objectives and goals effectively and efficiently (Daft, 2000).

In the majority of the definitions regarding management, it is seen that the whole action oriented to realization of a pre-determined objective is defined as "management". People perform various actions in order to realize a main action and/or objective that they have identified in

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1   Reference: Erdamar, 2000: p.24.

advance. From the most fundamental point, it is seen that at least a state of an objective setting exists on the basis of act of management. In this very moment, the first decision is taken. In other words, the act of decision-making is carried out in line with the act of management. It is not possible to mention an act of management without a purpose. In most cases, in order to realize this objective, a need for the determination of sub-goals and sub-targets may arise. And again, a decision-making action will come into question in determining the target. Decision-making is defined as one of the most important duties of all managers by Cosgrave (1996) (Cosgrave, 1996:28).

The behavior of decision-making is substantially an action which summarizes the behavior of managers and distinguishes the managers from other professions in society (Harrison, 2000:46). Laroche (1995:65) considers the management activity completely to be a decision-making activity. Mintzberg (1979) defined four of the total of ten roles of management as roles on decision. As is stated by Cosgrave (1996 Cited by Tekin and Ehtiyar, 2010:3397), decision making is not only one of the managerial activities but also a part of managerial activity.

As is seen, decision-making is one of the important elements for an organization. Decision-making process requires versatile thinking, calculation of probabilities, consideration of the situation of people who will be affected by the decision and recourse to group opinions. All the value qualifications of management are affiliated with and necessary for decision-making (Aydin,1998:26). Sustainability and effectiveness of an organization depends on the decision-making process and the quality of the decisions taken (Gursel, 1997 Cited by Semerci, 2000:192). Generally, decision-making in an organization is a condition specific to managers. (Foline, 1999:80) and reliable and successful decisions can be taken by freeing from prejudices and focusing on the decision making functioning (Dawson, 1995:10).

Managerial and non-managerial decision making process which distinguishes it from other processes is partially mentioned above. However, since it will be beneficial to know the decision making process that holds an important place in both our general lives and managerial practice more closely, it is required to make it subjected to a systematic

and in-depth analysis. If the decision-making process which is the core of quality and importance of management process is understood well, management theory and its practice can be better embraced and a great step towards becoming a good manager will also be taken.

At this point, the main features of the decision-making processes can be sorted as follows (Kocoglu, 2010:45):

- Difficult in psychological and financial aspects

- Expensive

- Based on effectiveness and rationality

- Based on a minimum of competency and freedom,

- Oriented towards the future and based on anticipating the future.

- Requires a period of time,

- A plan based on anticipating the future

- Arises alternative expenses

- Being in the nature of problem solving process

As seen in the context of all these statements, the success of all elements used in determination of the nature of any management process and all other elements of the management depend on the decision-making process. Survivability and effectiveness of an organization is based on the decision making process and the decisions made (Gursel, 1997:44). Decision-making process is used to make changes in the organization, to prevent or resolve a conflict or influence the members of the organization. At this point, decision-making in management covers the selection of the most convenient of the possible paths which will provide a solution for the problem (Semerci, 2000:192) and refers to the resolution of fundamental problems of the organization together with a number of sub-problems and an intermittent and continuous repetition of these actions (Aydin, 1998:84)

In this context, the act of "decision-making" in an organization management is one of the most important functions of management. High-quality decision-making process is one of the leading organizational concerns and especially closely related to how the manager executes the decision-making process (Dean and Sharfman, 1996:368-396).

Being a person who is required to have a reliable and dynamic character, the top level manager of an organization is the person who provides decision-making and prompts the organization in accordance with these decisions (Cook and Slack, 1991:3). Decision-making is a process that consumes the manager's time and good managers are considered to be people who can make effective decisions (Owens, 2001:266). Effective decision is the decision taken by the decision makers as a result of their considerations on objectives, events behind the decision, alternative ways of action and possible consequences of the decisions (Ozmen and Yoruk, 2005:180).

On the other hand, decision making in management, is meant to taking responsibility on behalf of others, making commitments and promises, requesting the contribution and support of other people (Barker, 1999:17). Decision-making requires a multidimensional way of thinking. In the decision making phase, there may be some prejudices that prevent thinking.

These prejudices can be categorized as underestimating the basis of the problem, considering the decision to be short-term and over reliance on the estimations (Barker, 1999:20–22). At this point, decision-making requires both expertise and experience (Barker, 1999:24).

In decision-making, managers' efforts to take responsibilities increase the success in practice (Basaran, 1989: 227). Managers should know what will be done at what time, where and by whom (Kaya, 1996:94). In an organization, all kinds of judgments that affect the action serve as a decision. The severity of this effect depends on how carefully solution alternatives were assessed and the selection of the most appropriate of them (Kiranli and Ilgan, 2011:151). The basic steps of decision analysis in management are identification of the problem, listing of all possible options, listing of all possible cases that are out in control of decision maker and in other words, caused by nature, demonstration of a decision table showing the results of each option for every case, selection of a decision model, implementation of the model and deciding on an option following the selection (Topcu, 2000:21).

In its historical progression, accompanied by improvements in or-
ganizational management, there have been some developments also in
decision-making process. In the light of these developments, the deci-
sions taken in one hand by the top level manager yields to flexible and
participative decisions that take the contingency of educational organi-
zations, human nature, technology and organizational uncertainties into
consideration (Estler, 1988:316; Owens, 2001:265; Ozmen and Yoruk,
2005:180). In management, generally top level managers proportion-
ately spend majority of their time for decision making and they mostly
make the long-term decisions regarding strategic and political issues on
the relationship of the organization with its environment. Lower level
managers mostly make narrower-scoped decisions related to workflow
in the field or department that they take part (Uluduz, 2003). In deci-
sion-making process, selection of the option which best suits the purpose
of the organization is refereed as rational decision. The effectiveness of
the organization decisions can be maximized by means of increasing the
rationality of these decisions. Rational decision-making consists of val-
ue propositions and factual propositions (Aydin, 1998:129). There are
also authors who use the world "purpose" and "tool" instead of "val-
ue" and "fact". A reasonable and rational decision cannot be made un-
less information related to the problem that requires decision-making
is available. In a democratic organization, the people who are affected
by a decision must have a say in this decision. On the other hand, their
contribution to decision-making process helps organization members to
identify with organizational and institutional objectives and programs
(Aydin,1998:129-130).

Organizational decisions can vary in a range between the unilat-
eral decisions of the manager and shared decisions that groups agree
on decision-making, depending on the situation. Ubben and his friends
(2001:52-60) indicate that decision makers have to consider two impor-
tant aspects. First aspect is the high quality of the decisions made and
the latter is the agreement of the employees on the decision. High-qual-
ity decisions are required in the problem solving process in order to re-
alize the organizational objectives and they are generally achieved by
the implementation of the best possible solution option. The situation

that decisions are agreed by employees gains particular importance in case managers are bound to their subordinates in the implementation of decisions. In addition, for an effective implementation of any decision, attitudes, behavior, feelings and skills of the practitioners (employees) must be taken into consideration.

In the light of all these statements, it can be indicated that decision-making in management has some common characteristics. These characteristics can be summarized as follows (Kaya, 1996:94-95):

- Managerial decisions are collective;
- The consequences of decisions affect all elements in the organization and even society depending on their scales;
- Since the managerial decisions affect other people, the organization and the society, it poses a risk to people and organs making the decision.
- In the managerial decision-making process, since the information arising from natural and formal decisions will have an influence and on the other side since human behaviors have rational and emotional aspects, the educational, cultural and occupational qualities of the decision maker bear the value and factual elements of the decision (Kaya, 1996:94-95).

As seen in the above definitions, the act of decision-making is defined as one of the most important activities of management-manager which is influenced by the culture in the organization by all the researchers, and even it is emphasized that the act of management has identical characteristics with the act of decision-making and the impossibility of realization of the act of management without the act of decision-making is stated. Although it seems like a momentary incident, the act of decision-making actually expresses the result of a process. In general terms, a process may be defined as a series of actions or whole efforts leading to a certain end. The function of decision-making also involves such a process. Various actions and operations done with the aim of making a decision in order to solve various problems encountered constitute the decision-making process. Different process definitions can be seen depending on the decision type, management style, personal ideas of

decision-maker, structure of the business and environmental conditions (Akaytay, 2004: 6).

The stages in the decision making process of managerial decision can be listed as follows (Cook and Slack, 1991:6-10):

- Observation (the information obtained from various channels or recognition of the inappropriate issues in and around the organization by the managers)

- Recognition and identification of the problem (Perception of manager for a need to make a decision on the resolution of the problem)

- Formation of the objectives (determination of what the decision for the change will achieve)

- Understanding the problem (a complete understanding and diagnosis of the true nature of the issue which are described as a problem)

- Determination of the options (Identifying the options that may provide a solution depending on the nature of the problem)

- Evaluation of the options (Determination of the degree of each option to meet the objectives and ranking of them)

- Selection (Determination of the most appropriate option providing the most effective result.)

- Implementation (Performing the required changes)

- Monitoring and evaluation of the implementation stage (Monitoring and evaluation of the degree of effectiveness of the option that has been implemented to solve or reduce the problem. In case of a failure in the acquisition of a satisfactory result, restarting the entire process).

Decision-making is a process consisting of several stages rather than an instant case.

Whereas the monitoring stage following the implementation of the decision is not included in the process in some references, the others address this stage within the process. Mintzberg (1979:188) describes this process in six stages as state, information, option, selection and action.

Figure 1. Managerial Decision-Making Process[2]
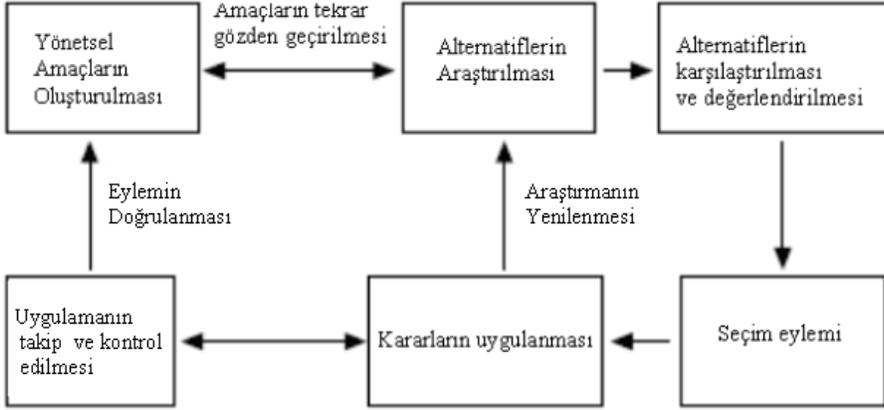
Harrison and Pelletier (2000, cited by Tekin and Ehtiyar, 2010:3398) explains the decision making process as shown in Figure 1.

As shown in Figure 1, managerial decision-making process consists of the following stages (Harrison and Pelletier, 2000:463).

1. Formation of the managerial objectives,

2. Review of the objectives and research for alternatives in order to achieve the objective,

3. Comparison and evaluation of alternatives,

4. Act of selecting one of the alternatives,

5. Implementation of the decisions,

6. Monitoring and control of the implementation process.

Regarding decision-making process, Mintzberg and Westley (2001) assert the following ranking:

1. Definition

2. Identification

3. Design

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2   Reference: Harrison and Pelletier, 2000:463 Cited by Tekin and Ehtiyar, 2010: 3398.

4. Decision-making (Mintzberg and Westley, 2001:89).

As is seen, when taking any decision in an organization, the topic or the problem to be judged is taken into consideration, knowledge and experiences on this are reviewed and at last a proper judgment is made and implemented (Basaran, 1989:96). Considering the actions performed during the decision-making process, it is seen that they are similar to the steps of the scientific method. The fact that scientific method can be used in decision-making was suggested by John Dewey for the first time (cited by Semerci, 2000:192). In this context, the reflection of the steps of the scientific method on the decision making process can be expressed as follows (Semerci, 2000:192):

1. Understanding the problem.

2. Obtaining information related to the problem.

3. Analyzing and interpreting the information.

4. Evaluating the options.

5. Determination of the best option.

6. Implementation.

7. Assessment (Semerci, 2000:192)

Fahey (1981:56) associates the decision-making process with the complexity of the problem and states that the decision-making process varies depending on the complexity of the problem. According to Rowe (1989:31) decision-making is also a process offering continuity and some subsequent decisions may be required to be taken following a decision made. In addition, the decision-making process may vary depending on the developments in the organizational structure. The decision-making process, strategic decision-making and determination of the decisions on the strategic status are also affected by the organizational structure of the organization (Fahey, 1981:57).

Also, examining Figure 1 above, the actions required to perform in order to achieve the goals of the organization are discussed along with the stages of decision-making. First, alternatives to be used to achieve the objectives of the organization are determined, then the most appropriate of these alternatives is selected and lastly a decision is made and

implemented. However, in the stages of determination of the objectives, creation of alternatives and selection among the alternatives, the availability and use of the information are of great importance. In the stages it is used, information undertakes different functions. As seen in the figure, the manager has an influence at all stages. Leadership and the commands provided by the manager affect the quality of the decision-making action. Therefore, in the success of the decision-making process, the influence of the manager is of great importance (Semerci, 2000:193)

1.5. Decision-Making Styles in Management

In the literature, it is mentioned that there are many different styles to make decisions (Beach and Mitchell, 1978:441). In the literature review regarding the decision-making styles, many definitions for decision making which show large similarities with each other in terms of content but differ in detail are found. Some of these definitions are as follows: "The decision-making style is a learned and familiarized response that an individual exhibits when he/she faces with a situation requiring making decisions" (Scott and Bruce, 1995:820). The decision-making style is a characteristic behavior of an individual who is affected by a decision-making process" (Hulderman, 2003:4).

It is known that managers show different approaches to decision-making behavior.

As some managers obtain more information on the subject and make clear analyses, others rely mostly on their intuitions. As some of them look for the guidance of others in their decisions, others especially prefer to be independent. As some managers prefer to begin the decision-making process immediately, others prefer to avoid the decision-making process. It is suggested that these individual differences are independent of the perceptual abilities and intelligence but mostly associated with motivation and personal differences (Galotti et. al, 2006:630).

At this point, according to the classification made by Eren (2005:36-37) and their structures, 4 types of decisions are referred in respect to decision types. These decisions can be summarized as follows:

a) Decisions depending on the manager: As their name suggests, they are the decisions made by the manager. In order to aid the managers in decision-making, classic and managerial decision-making methods have been developed. In the selection among these methods, the following are effective:

- Personal preferences of the manager
- Whether the problems are programmable
- The uncertainty degree of the problems.

The rules on the programmable decisions can be determined and assigned to subordinates by the manager. Thus, the manager can find the time to deal with the hardly-programmable or unprogrammable decisions. However, unprogrammable decisions are hard to determine. They are unlikely to be repeated. These decisions are related to high organizational level. Classical decisions that are taken by the manager are the decisions based on the economy. Decisions that must be monitored and implemented are apparent. On other works, decision-making instructions are readily available. Managers have to obey these. These are the decisions such as planning, production and stock control.

b) Decisions based on a Parliamentary System: Decisions based on a parliamentary system are the decisions taken towards the opinions, thoughts and votes of all members or the people who will take the decision. Herein, the idea of participation of all members to the decisions or demonstration of their ideas is the principle. Taking decision based on a parliamentary system democratizes the decisions. Decisions based on a parliamentary system are taken by the managers in accordance with their official administrative positions. Adoption of the strategy, preparation of the objectives and approval of the plans can be shown as an example regarding this subject. In order to fulfill the requirements of such decisions, the authorizations are often assigned to lower-level managers. In parliamentary system, receiving the opinions of those in the other administrative units at the stages of adoption of strategies, preparation of objectives and approval of plans provide integrity between the operation units. The joint actions performed by high-level, middle-level and

lower level management units in order to solve the problems or develop new plans refer to the adoption of the parliamentary system.

c) Compromising and concessive decisions: Compromising and concessive decisions are the decisions taken in order to make concessions to reconcile in the differences in opinions on business processes. Herein, managers pursue a policy intended to approach the counterparty by making concessions in the arguments they defend. In such an application, the party defending both of the opinions tries to impose the idea proper for the resolution of their disagreements by making minor mutual concessions. For example, labor unions often demand a wage increase at a high rate from the employers. During bilateral negotiations, both parties mutually make minor prices concessions. Thus, a counter concession is provided. In this way, both parties try to impose their own ideas on the other.

d) Decisions based a persuasive system: Decisions based on a persuasive system, are the decisions taken for resuming the meeting and convincing the manager to make him/her to agree with the decision. The extent of all these decisions is intended to determine a quality and find an acceptable way. In other words, decisions based on a persuasive system are the decisions indicating the adoption degree of the decision by the sub-level employees who will fulfill the requirements of the decision.

On the other hand, as previously mentioned, Scott and Bruce (1995), tried to combine all the previous studies on the decision-making styles which describe decision-making as "a learned and adapted response that people exhibit when they confront with a situation requiring the act of decision-making". In addition, they indicate that the conceptual framework established up to that time is not loud and clear and beneficial tolls and synthesized data regarding the matter which were obtained as a result of all the studies on the decision-making styles are not sufficiently matured (Thunholm, 2004:932-933). Following these evaluations, they tried to create their own approaches and introduced "General Decision-Making Style (GDMS)".

Scott and Bruce (1995) were mostly interested in individual differ-
ences in decision-making behavior rather than the duty of decision-mak-
ing and environmental effects and identify five different decision-mak-
ing styles. These are:

1. **Rational Style:** is the case where a rational and structural ap-
   proach to decision-making is in question.

2. **Intuitive Style:** is the case where intuition, emotions and other
   intangible factors are effective in decision-making.

3. **Dependent Style:** is the case where the guidance and support of
   other people is effective in decision-making.

4. **Avoidant Style:** is the case where the avoidance of decision-mak-
   ing behavior and postponement of making decisions predomi-
   nates.

5. **Spontaneous Style:** is the case where an abrupt decision-mak-
   ing behavior without thinking deeply predominates (Scott and
   Bruce, 1995:820).

Scott and Bruce (1995) embodied each decision-making style on the
behavioral basis.

Accordingly, rational decision-making style is described as "a log-
ical evaluation processing of alternatives by manager", intuitive deci-
sion-making style as "usage of mainly emotions by the manager during
decision-making process" dependent decision-making style as "focus-
ing of manager on the recommendations and guidance of other people
during the decision-making process", avoidant decision-making style as
"manager's tendency to avoid making decisions", and spontaneous de-
cision-making style as "manager's tendency to immediately terminate
the decision-making process" (Hulderman, 2003:5).

2. CONCEPTS REGARDING DECISION MAKING IN MANAGEMENT

Analyzing the factors affecting the decision-making process or the
concepts associated with the decision-making styles, the decision maker
or decision maker, it is observed that various aspects in which the per-

sonal traits, values and perception profile of decision make; i.e. manager, environmental conditions, the time factor, options and results are being in the first place, are emphasized.

In addition, examining the studies on this matter in the literature, it is also seen that decision-making in management is associated with "problem-solving" (Philips, Pazienza and Ferrin 1984), "professional maturity" (Blustein 1987), "identity status" (Cella, Wolfe and Fitzgibbon, 1987), "decision-making strategies" (Demirbas, 1992), "perceived supervisor/ employee attitude" (Eldeklioglu ,1996), "gender, socio-economic status, self-perception, level of coping with the problems" (Tasdelen, 2002; Balkis, 2007). In these studies, it is stated that managers differ in terms of decision-making status, styles and efficiency. Contrary to the number of researches on the decision-making in management, there are very few researches on the effects of self-efficacy on decision-making. Therefore, in this study, numerous variables that influence decision-making in management are examined and in order to clarify the relationship between the self-efficacy and decision-making in management and the impact of self-efficacy on decision-making in management, the concept of self-efficacy is discussed.

A variety of empirical researches on the decision-making of managers are also found. In these studies it is observed that business performance, business ethics, customer satisfaction and information management and sharing are also discussed in relation to decision-making. For example, the study conducted by Yucel (2010) is intended to examine to what extent the sales personnel implements the visual and service quality standards that are determined in accordance with the expectations of the customers by an enterprise rendering services in the retail sector and how these data are used in the decision-making process.

In another study conducted by Kocoglu (2010), the impact of usage of information systems which is effective in generation and management of resources on decision-making process is attempted to be identified and its role on decision-making process of managers is demonstrated. In the study related to decision-making process of managers in enterprises and usage of the information systems in this process, the relationship

between decision-making process and the use of information systems in this process are evaluated in terms of various variables.

In the study conducted by Sagir (2006), the surveys and their results carried out in order to measure which factors decision-makers are affected by, value orientations, the presence of an ethical climate in the organization they work for and to what extent they take the ethical principles into consideration during decision-making process are stated.

As stated in the previous chapters of our study, a decision is capable of reflecting a behavior in the past or results regarding the future. Therefore, decision making is considered to be a process which consists of several stages and influenced by multidimensional factors. Although decision-making is considered to be a process of making a rational and conscious choice between the alternatives, this process is also influenced by a number of factors, including traits belonging to the manager, organizational factors, the contextual factors and environmental factors, other than the rational arrangements.

Examining the studies regarding this in the literature, especially the studies on the traits of manager and management styles draw the attention. Being one of such studies, Kurt (2003:21) categorizes the factors affecting the decision-making process in two groups as subjective and objective factors. Sensations, experiences and scientific authority are included in subjective factors. Subjective factors are the factors other than those which are influenced by the personality of the decision-maker. The suitability of the decision-maker for the position, the decision-making techniques used, and the environment and the level of knowledge can be considered among these factors.

Onaran (1975:110 Cited by Sagir, 2006:55) divides the factors affecting the decision-making behavior into three groups as individuals and groups, the structure of the organization, and the environment of the organization. Individuals and groups were evaluated with respect to psychological traits such as perception, motivation and understanding, the structure of the organization was evaluated with respect to communication network, hierarchy and division of labor and environment of

the organization was evaluated with respect to financial, social, political and physical terms.

Can (1991:212) sorts the urgency to make good decisions, perimeter of the decisions, transmission of the decisions, and the psychology of the decision maker as the factors affecting decision-making.

Akat and Budak (2002:333) state that environment, technology, duty and organization members who are evaluated in mutual relationship affect the decision-making behavior.

Heller (1971:6 Cited by Sapgir, 2006:55) analyses the behavioral model of decision-making as an open system and states that this model is affected by different ecological levels. As ecological levels, social-political-cultural ecology, organizational system, business environment system and individual system are mentioned.

As is seen, there are lots of factors affecting the decision-making process in an organization. Considering the nature of decision-making process, the only unchanging and existing factor is the decision-maker itself. In many references regarding this subject, the person to make decisions is also described as "subject of decision" or "actor". Managers act under the influence of perceptions, motives, past experiences, expectations and their relationship with their group. In other words, the behaviors of a manager depend on his/her environment through learning and socialization. The manager at the center of the decision-making process which is also considered to be a psychological process emerges as a person, who thinks to react against a situation, evaluates and acts by his/her own will (Kurt, 2003:42).

To summarize, decision-making process is influenced by the psychological traits of persons such as perception, motivation and understanding, interpersonal relations and interactions, in other words, the traits arising from their involvement in organization as groups. Herein, an individual must be considered to be a person whose motives, perceptions, attitudes and values in the organization are tried to get influenced by the organization (Kurt,2003:42).

In this context, the most important factor influencing the decision-making process is the manager himself/herself. In this process, the

factor that distinguishes the manager from the others and leads to dif-
ferent solutions is his/her personality. Family background, education
and knowledge level of the manager can be regarded as sub-titles that
make up the human factor in decision-making process. However, even
in the case that these backgrounds are almost the same or similar, it is
observed that managers differ from each other. This difference arises
from the personality of the manager (Kurt, 2003:2).

On the other hand, personal values of the decision-maker and or-
ganizational values are significantly important in the decision-making
process. The researches demonstrate that personal values of the deci-
sion-maker are reflected in obtaining options related to administrative
objects and sorting the information. Values are the normative standards
that the decisions makers are affected in determining the options. In fact,
these values are the aiding systems which a person uses when encoun-
tered by a situation that requires making decisions. (Sagir, 2006:57Val-
ues are defined as a pattern that provides the correct action. A value is
usually related to how communities or people living in a community be-
have, perceive and think. They are formed by a combination of feelings
and ideas that differentiate groups or societies from each other (Oruc,
2004:49).

It is stated that managers can make much more effective decisions
when they have an open-minded thinking system about their personal
values and effects of these values on the strategic decisions of the in-
stitution (Sagir, 2006:58). Indeed, values are beacons for the managers
in situations requiring making decisions and effective at every stage of
decision-making process. Value judgments are formed beginning with
childhood and constitute the basis of the ideas. Value system and val-
ue judgments of people which are largely determined by culture will
affect their decisions. In the decision-making framework, values can be
considered to be a guidance that a person can use in a case that requires
making decisions (Kurt, 2003:44).

At this point, England (2001:38) developed a framework to identify
the nature of the relationship between the values of the decision mak-
er and decision-making behaviors. In the study in which he divided

the context of values into pragmatic, ethical and affective aspects, he reached the following conclusions:

1. Value systems of the decision makers affect their decision-making behaviors. The ones in pragmatic, aesthetic, and ethical (emotional) aspects constitute evaluation frameworks which are success-oriented, accuracy-oriented, satisfaction (pleasure)-oriented respectively.

2. Personal value systems of decision-makers shape their success perception.

3. There are differences in the values of decision-makers in different types of organizations.

4. In the differences between the values, cultural, social and technological factors have an influence.

5. The value systems of decision makers do not change rapidly even in the periods of high environmental and social changes.

One of the concepts that is discussed together with decision-making process and decision-making styles of managers in the literature is the concept of perception. The perception level of the decision maker has an influence on the problem requiring the decision and the way followed during the decision-making process, thus, his/her approach to the decision. Therefore, perception can be defined as a selective process of the ability of a person to understand the environment, a stimulus rising as being limited to the conscience of a person or subconscious awareness. Perception is a cognitive process with various aspects which influences behaviors. In order to trigger a behavior, a stimulus requires to be perceived. The concept of perception, which is very important in management and psychology, can be defined as a process of sensing, organizing, understanding and evaluating an information (stimulant) related to the environment of the individuals. It refers to the process on organizing and granting a meaning for the data reaching our perceptual and sensory organs (Kocel, 2007:32).

In this context, data acquisition and processing actions of the decision makers and differences in perception are the factors directly af-

fecting the decision-making process. Decision-making processes are always based on the acquisition of information from the environment and processing of this information. The information acquiring and processing capacity of people are limited in terms of biological and psychological aspects. Perception forms an integral part of these limitations (Kurt, 2003:45). Like a filter, perception eliminates some of the excitations and processes the rest. Therefore, perception process also narrows down the information processing capacity of humans. This feature of the perception is known as "perceptual selectivity". Following sorting out the information coming from the sensory organs based on the past experiences and learning, the perception categorizes and interprets this information, which leads the facts to take a color and a shape which is specific to the perceiver (Kurt, 2003:46).

On the other hand, the effects influencing perceptions are personal characteristics, personality, experiences, thoughts, attitudes, roles, values, needs and expectations. The motivation of the individuals is an important factor in perception. When the needs of people that must be fulfilled at least at a minimum level remain unsatisfied and become compelling, perceptions may deteriorate and drift apart from the facts (Sagir, 2006:59). In a study they conducted, Dearborn and Simon (Cited by Sagir, 2006:60) discovered that managers evaluate organizational events from their functional areas. A written case including a variety of problems that is encountered by an organization is given to 23 managers from different functional areas and they are asked to determine the most important problem that this organization encounters in this case. As a result, it is observed that managers consider the problems related to their functional areas to be the most important one.

Another factor which is mentioned in relation to decision making styles of managers is the attitude of the manager against the risk. The possibility of are result to be unrealized in an uncertain decision environment is defined as "risk". As is known, every decision carries an apparent risk to a certain degree. Decision-making behavior of managers is affected by how they perceive the risk and to what extent they assess the risk while making decisions. Even their strategies do not lead to higher returns; managers who have not experienced any failure are more

willing to take greater risks. Managers who have experienced a failure before tend to prefer the strategies addressing low and moderate risks (Harrison,1987).

In order to achieve a high return, some decision-makers prefer risky alternative by facing huge losses. Such decision-makers are the people who like the risk. Some decision makers are satisfied with a less return without taking risks no matter what the occurrence possibility is. They prefer the alternatives with lower risks and returns. Such decision makers are the people who avoid risks (Kivrak, 2001:21). There have been several studies examining the individuals and groups in terms of acquiescence of uncertainty and taking risks. In 1961, in his research thesis, James Stoner identified that the people in groups take more risks when making decisions with respect to the decisions that they made on their own. In literature, it is described as "tendency towards risk". Wallach and his colleagues demonstrated that tendency towards risks is a consequence of group interactions and the efforts to reach a consensus (Cited by Kurt, 2003:44-45). As understood from these statements, targeting, option assessment and selections made by the managers vary depending on their tendency to take risks. People who avoid taking risks turn into options which carry no risks and include no uncertainties and are more likely to provide exact results (Erdem,2002).

To summarize, in the light of the above explanations, the factors affecting the decision-making process are associated with a variety of factors including the decision-maker or makers, traits of managers, their personalities, their value systems, their perception patterns, their leadership styles, environmental conditions, the time factor, options, constraints and consequences. Among the factors in question, this study focuses on the concept of self-efficacy which is considered to be an individual property. In the literature on this subject, no direct study conducted significantly on the relationship between self-efficacy, and transformational leadership and decision making styles is found. However, it is observed that large numbers of factors which have similar characteristics with self-efficacy such as personal values, personal traits, self-control and risk taking status were researched. Likewise, in the literature, there are studies evaluating the relationship of management styles and leader-

ship qualities with decision-making. Therefore, this study is intended to research self-efficacy and transformational leadership quality from the point of view of both providing a new contribution to the literature and casting light on the relationship between the concepts in question.

In the following chapter, the definition and content of self-efficacy and transformational leadership concepts will be presented and the relationship between these concepts and decision-making styles of managers will be evaluated.

3. CONCEPT OF SELF-EFFICACY

In this part of the study, firstly, the concept of self-efficacy will be explained and the importance of self-efficacy concept will be discussed. In addition, a variety of individual and organizational consequences of self-efficacy will be examined by taking the individual and organizational variables related to self-efficacy into consideration.

3.1. Definition and Content of Self-Efficacy Concept

Self-efficacy emerges as a concept which is covered by the social learning theory. According to the social learning theory, the most instinctual structure beyond the actions of individuals is self-efficacy. Social cognitive theory constitutes an important theoretical basis for understanding, estimating and changing the human behaviors. The theory explains how certain behavioral structures are acquired and make contribution to the development of intervention strategies (Bandura, 1997). In social cognitive theory, psycho-social functioning of people is explained by the concept of triadic reciprocal causation (Bandura, 1986). According to the reciprocal causation model, "behavior", "cognitive and other individual factors" and "environmental incidents" reciprocally affect and interact with each other. As required by the reciprocal causation, individual and organizational factors act by influencing each other in a bi-directional manner (Kurt, 2012:197).Self-efficacy and collective-efficacy concepts are important for a better understanding and management of reciprocal interaction between the individual and organizational factors expressed in the social cognitive theory.

Self-efficacy belief was demonstrated for the first time on the basis of Social Cognitive Theory of Bandura. In his study, Bandura (1977) emphasized that self-efficacy belief constitutes the basis of social cognitive theory and this belief is the individual perception of people regarding how well they can perform the actions required to cope with a possible situation. By another common definition, self-efficacy is the judgment of an individual against himself/herself about his/her capacity to successfully organize and perform the actions required to show a certain performance (Usluel and Seferoglu, 2003). In his study, Korkmaz (2011) defines self-efficacy as the confidence on the achievement of a particular duty. Whether this confidence is turned into an attempt represents the continuation of this behavior, motivation on the behavior and consequentially the presence of its influence on the performance (Akgun, 2013:51). Bandura emphasizes that self-efficacy is required to organize and demonstrate a behavior which the confidence on the abilities is based on and is necessary to achieve the objectives (Yilmaz, Gurcay and Ekici, 2007).

In the literature self-efficacy is defined as follows: Delivery of performance by the individuals in the events that will affect their lives by having faith on their capacities. Self-efficacy explains how people feel, how they think, how they motivate themselves and how they behave. Self-efficacy has various effects on cognitive, motivational, emotional and selective processes (Bandura, 1994). Self-efficacy constitutes the basis of the actions of the people. People have a low motivation to act or to deal with the challenges, as long as they do not believe that they can achieve the desired results by means of their actions (Bandura, 1999). Self-efficacy is related to the individual judgments of people on how well they can perform the actions required to deal with the possible situations (Bandura, 1993).

As well as expressing that self-efficacy is the confidence of a person on his/her ability or capacity, Leithwood (2007) also indicates that self-efficacy perception is not the actual capacity or ability of a person. A person can find his/her performance on any behavior adequate; however, his/her actual performance may be inadequate. The opposite may also be valid. For example, a perfectionist person who is always in the

search of better can find his/her own performance inadequate. In fact, his/her actual performance may be quite good. Therefore, it is possible to say that self-efficacy is a perceptual condition and it may not be fully consistent with the actual performance of a person (Kurt, 2012:199).

Goddard and his colleagues (2004) also state that efficacy-judgments are the confidence on individual or group capacity and these assessments do not have to be fully correct. Since people constantly assess their actual abilities as higher or as lower than the actual and these assessments may affect their actions that they prefer to realize and the results of the efforts exerted, this is an important distinction. Whether they assess their own abilities higher or lower may also affect how well people use the abilities they own (Goddard, Hoy and Woolfolk-Hoy, 2004). In addition, self-efficacy is actually the ability to control the emotional performance that a person will use in though conditions. Self-efficacy has expanded in a way that includes cognitive processes, emotions and behaviors that a person can control by his/her own (Schunk, 1990).

Self-efficacy is expressed as the confidence of an individual on his/her capacity to organize the actions required to deliver a certain performance and perform these actions successfully (Bandura, 1993). According to Bandura (1995), self-efficacy belief is based on the confidence in our abilities and required to organize and realize the behaviors to exhibit for certain purposes (Cited by Yilmaz, Koseoglu, Gercek and Soran, 2004). According to the social cognitive theory the most basic instinctive structure beyond the actions of people is their self-efficacy belief. Enhanced self-efficacy belief increases the perseverance and determination and provides the delivery of high-level performance.

According to Bandura, self-efficacy belief is based on four main information sources which interact with each other (Bandura, 1977, 1994; Yavuzer and Koc, 2002; Ay, 2007). These are:

1. Performance Successes (Works done and objectives achieved): Success of a person in the actions that he/she has attempted is an indicator for his/her successes in the similar actions that he/she will attempt in the future. Therefore, an experienced success shows a reward effect and also motivates a person for the similar behaviors in the future.

2. Indirect Experiences (Experiences of Others): Many expectations stem from the experiences of other people. Observing the success of other people may cause a person to have an expectation to be successful.

3. Verbal Persuasion: Encouraging a person with incentives and advices regarding a behavior which can successfully be exhibited may lead to a change in their self-efficacy expectations.

4. Emotional State: Being in a good physical and emotional condition at a time that a person makes an attempt for a behavior increases the likelihood of a person to make an attempt.

The most effective of these sources are the individual's own experiences. Self-efficacy beliefs affect the objectives that people set for themselves, how much effort they will make for achieving these objectives, how long they will face the challenges that they encounter to achieve their objectives and their reactions against a failure. Bandura (1977) states that people develop their own specific beliefs on their coping skills based on the experiences they have gained throughout their lives and as their self-efficacy beliefs grow, changes in their behaviors also increase. Thus, in realization of a behavior with a success, self-efficacy belief of a person affects and directs how this behavior is realized. According to Bandura, self-efficacy is specific to the situation and cannot determine in general. Zimmerman states that self-efficacy belief is multidimensional and associated with different fields and self-efficacy measurements are dependent of the situation (Ay, 2007:38).

Bandura (1977) states that people have optimistic and pessimistic thoughts on the behavior before they exhibit the behavior and this affects their preparation for the behavior. Also, it is reported that after they exhibit the behavior, people with high self-efficacy make further efforts and maintain these efforts for a long time when compared to people with low self-efficacy. Accordingly, it is stated that people with high self-efficacy recover quicker and remain committed to their objectives when they face a challenge and high-level of self-efficacy enables people to select challenging environments, examine their environment and create new environments (Bandura, 1977; Yilmaz et. al, 2002).

Bandura (1977) states that people develop their own specific beliefs on their coping skills based on the experiences they have gained throughout their lives and as their self-efficacy beliefs grow, changes in their behaviors also increase. Thus, in realization of a behavior with a success, self-efficacy belief of a person affects and directs how this behavior is realized. Bandura (1995 Cited by Bikmaz, 2004) states that it is possible to help people to generate a strong self-efficacy belief by strengthening their physical status, reducing their stress and negative emotional tendencies and correcting their misinterpretations related to their bodies.

3.2. Concept regarding Self-Efficacy

It is indicated that self-efficacy perception which is a concept that is developed in the field of social psychology is applied to many fields and used in different disciplines. Efficacy beliefs depend on how individuals and groups interpret the knowledge and experiences that shape their belief. Raudenbush, Rowan and Cheong (1992: 150 Cited by Goddard and his colleagues, 2004) interpret the perceived self-efficacy by characterizing as "a cognition which acts as a mediator between the information and the action". In other words, in case of a person to take an action, self-efficacy of him/her comes into action and affects the performance positively or negatively. Bandura (1986), who analyzed how this process works in details, argues that human motives are determined by two types of expectations: 1) personal efficacy expectancy (the expectation that a person can achieve a certain task), 2) outcome expectancy (the belief that a certain behavior or a study will yield certain outcomes). High personal effectiveness expectation arising from high outcome expectancy increases the positive assessment expectations. Under these circumstances the performance increases. In other words, if people believe that they will be successful in a task and this will yield positive outcomes, they work harder. However, if people with high self-efficacy have low outcome expectations on the one hand, positive assessment expectancy is not generated and under these conditions the performance reduces (Kagitcibasi, 1999).

People with high self-efficacy approach to their abilities with a high-level of confidence and they make efforts to overcome the difficult tasks that trouble them instead of avoiding them. These people immediately recover in case of a failure. People with low self-efficacies have low motivation and take less responsibility for the objectives they have selected and endeavored. When they are encountered by a challenge or an obstacle, their personal inefficacies resume and they think about a negative consequences rather than focusing on the question "how can I achieve a success?" (Bandura, 1994).

As is seen, efficacy perception highly influences the performance of an individual. However, the negative circumstances affecting the employees in business environment may negatively affect their performances even they have positive self-efficacy perception. In other words, if an employee with a high efficacy perception thinks that his/her performance will not be beneficial for him/her or others or his/her high performance is ignored, his performance may reduce in time (Kurt, 2012)

As explained in the previous chapters, self-efficacy belief is determined by the factors such as past experiences (successes and failures), experiences depending on the observations (witnessing the successes and failures of others), persuasion period (by the family, friend group, and colleagues), affective experiences (feeling of excitement, fear etc.) (Akkoyunlu and Orhan, 2003).According to Zimmerman (2000, cited by Alci, 2007) self-efficacy can be assessed separately with regards to its level, generality and power. Self-efficacy level indicates the difficulty level of the task, generality of self-efficacy indicates the transferability of self-efficacy beliefs into different activities and self-efficacy power indicates the determination of a person's confidence in his/her success at a task (Ustuner, Demirtas, Comert and Ozer, 2009:2).

4. CONCEPT OF TRANSFORMATIONAL LEADERSHIP

In this part of the study, firstly, the concepts of leadership and transformational leadership will be explained, the importance and development of the transformational leadership concept will be discussed and its dimensions will be evaluated. In addition, various individual ante-

cessors of transformational leadership will be examined by taking the individual and organizational variables regarding transformational leadership.

4.1. Definition and Content of Transformational Leadership

In this chapter, firstly, the leadership concept will be defined, the place of transformational leadership among modern leadership styles will be mentioned and its differences with interactive leadership will be evaluated

4.1.1. Concept of Leadership and Transformational Leadership as a Modern Approach

The origin of the word "leader" comes from the English word "leadership" and the verb "lead" and means to direct, to instruct, to guide and to pioneer. "Leader" is used as guide, counselor, pioneer, and head. The concept which can be brought to the beginning of the human race started to be used in its academic meaning after the first half of the 19th century (Sisman, 2002:5). As well as benign socially qualified living beings that live in groups, humans are also creatures which need leaders that will govern them and lead them to their objectives. An individual needs a group in order to fulfill his/her own necessities and achieve his/her personal objectives and feels the urgency to act in a group (Semiz, 2011:12). Forming and urging the groups of people oriented to certain objectives and targets requires a distinct ability which is not present in all people and persuasive skills (Kul, 2010:1). Generally leaders are considered to be responsible for any success or failure of an organization (Tekin and Zorba, 2001:34).

Leaders are the people who have faithful followers. Effective leaders are result-oriented and have high emotional efficacies. Although some generalizations for the common qualities of the leaders have been made, cultural differences and environmental and periodic conditions in which they grow in make the leaders highly differ from each other. When you have a difficulty in understanding and evaluating the behaviors, expressions and purposes which vary from one culture to another, it is impos-

sible to make the crowds follow behind you. On the other hand the development and institutionalization level of societies and form of governance distinguishes the characteristics of the leaders who are prominent in both business and public life. Therefore, as there is no single leader type, the leaders who are needed by today's changing and globalizing world will be people of different personalities which vary from one culture to other or from one country to other (Berkman, 2004:47).

In an organization, the leader is the person focusing only on the behavior he/she exhibits regarding certain situations, tasks and people, addressing important ideals, values and strategies which characterize large groups owing to their micro dimensions and focusing on the whole community and organization rather than the individuals and groups (Ogut, 2007:3). The studies regarding leadership continue in full swing today. New approaches are being developed regarding this subject. Transactional leadership, transformational leadership, charismatic leadership and visionary leadership approaches can be considered among the most prominent new approaches regarding leadership. Since extent of the object is extremely wide and the research has a different focal point, in this thesis and this chapter, only the transactional and transformational leadership approaches will be covered in detail.

4.1.2. Transactional and Transformational Leadership Approaches

Under this heading, "transactional" and "transformational" leadership styles, the bases of which were laid down by James McGregor Burns will be examined. Leadership approaches of Burns and Bass will be separately discussed, Multifactor Leadership Questionnaire (MLQ), which was introduced by Bass will be addressed and the elements that constitute the scale of the questionnaire will be explained.

4.1.2.1. Leadership Approach of James McGregor Burns

Regarding the leadership styles, in his book that he published in 1978, James McGregor Burns introduced a new classification. According to Burns, leadership styles are divided into two groups as transactional and transformational leadership (Dogu, 2003:31). According to Burns

(1978) the leadership (Tabak, 2001:7) is defined as the act of a person to urge his/her followers in order to achieve independently or reciprocally determined objectives by using economic, political or other types of power or values.

According to Burns, objectives are the key points and these objectives are independent but also associated with each other. Two people may reciprocally trade products and services in order to achieve an independent objective (Kilic, 2006:149). In such a relationship, rather than a mutual effort for achieving the common interest of the followers, bargaining is in question and this is described as "transactional leadership". Leaders can change and shape the objectives and goals of their followers by using only the leadership process. This is described as "transformational leadership". Both leadership styles can be used on behalf of the follower's benefit. If the behaviors between the follower and the leader allow for the achievement of the objectives of both parties, transactional leadership will satisfy the followers. The formal values of a transactional leader will be responsibility, righteousness, and determination. A transformational leader is interested in fundamental values such as justice, freedom and equality that he/she will build on the formal values (Tabak, 2001:7; Kilic, 2006:146).

To summarize the ideas of Burns, who opposes transformational leadership that he regards as a superior leadership style, against the transactional leadership approach (Dogu, 2003:31); transformational leader expands and enhances the interests of his followers. He/she transforms the purposes and mission of the group into the purposes and mission of the individuals, and draws the attention of his/her followers and is recognized as such. He/she provides the followers to see the group's beneficence above their own interests. Burns states that a transformational leader has climbed above the final step of Maslow's hierarchy of needs which is "self-realization" and also brings his/her followers to upper levels of Maslow's hierarchy of needs and perhaps Maslow's discourses must be pursued further (Kilic, 2006:149).

4.1.2.2. Bernard M. Bass and His Studies

With his study which was published in 1985, Bass further developed the leadership approaches asserted by Burns. Unlike Burns, Bass implies that transactional and transformational leadership styles do not exclude each other. According to Bass, the leadership simply consists of transformational and contingent reward system. According to Bass, a leader can show both transactional and transformational leadership characteristics. The leader will act depending on which style predominates. Bass states that a transactional leader can actually be effective, but if he/she implements the transformational leadership styles, his/her effectiveness will increase (Dogu, 2003:31).

The studies conducted by Burns have not gone further than the distinction between the transactional and transformational leadership and have not provided an understandable approach and measurement. Burns' approach was brought to a measureable and understandable point by the studies conducted by Bass. In his study, Bass prepared the multifactor leadership questionnaire (MLQ). Owing to this questionnaire, he found the opportunity to examine the leaders' behaviors in depth. The questionnaire is intended to explain two leadership styles (transactional and transformational) in different categories (Tabak, 2001:8).

According to Bass, transformational leadership (Stone et. al, 2004:350), largely differs from transactional leadership. Transactional leadership is mostly related to progress and development. Transformational leadership is related to development of the influence of transactional leader on their followers. Transformational leaders urge their followers in order to enable their followers to associate their personal values with organizational values in order to achieve the objectives and goals of the organization. They create a confidence-based environment that will ensure the sharing of visions to provide the support for organizational objectives and vision and form an environment providing embodying of the relations and sustain the presence of this environment.

4.1.2.3. Multi-Factor Leadership Questionnaire (MLQ)

The basis of all the experiment-based findings and information obtained so far regarding transactional and transformational leadership is constituted by "Multifactor Leadership Questionnaire" (MLQ)" which was developed by Bass (Dogu, 2003:32). MLQ measures seven different leadership factors that constitute different dimensions of the interaction between the leader and his/her followers. These are (Ingram, 1997:416): charisma, inspirational, intellectual stimulation, individualized consideration, contingent reward, management-by-exception, and laissez-faire.

The questionnaire implicitly admits that every leader shows both transactional and transformational leadership characteristics. According to MLQ results, if the frequency of transactional factors is more, the leader is described as "transactional", otherwise he/she is called "transformational" leader (Dogu, 2003:32; Kilic, 2006:150).

MLQ was applied in 1980 for the first time. Later on, it evolved in terms of content. MLQ took its final form in 1995. The final form of this questionnaire form is described as "Form 5X" or "MLQ 5X". MLQ contains 9 factors concerning transformational and transactional leadership characteristics. Five of these factors measure the transformational leadership characteristic, the remaining for measure the transactional leadership characteristics. Charisma, which was once used as one of the transformational leadership characteristics due to the structural problems in MLQ, was divided into two sub-factors as "attributed" and "behavior". Thus, the number of factors that constitutes transformational leader characteristics was increased from 4 to 5. The factors in question are the following (Ingram, 1997:416; Berson and Avolio, 2004:632-633; Politis, 2002:189; Dogu, 2003:32; Ceri Booms, 2009:92):

For Transactional Leadership;
- Contingent Reward
- Management by Exception-Active
- Management by Exception-Passive
- Laissez-Faire

For Transformational Leadership

• Charisma

• Idealized Influence-Attributed

• Idealized Influence-Behavior

• Inspirational Leadership

• Individualized Consideration

• Intellectual Stimulation

4.1.2.4. *Transactional Leadership*

Transactional leadership is based on bureaucratic and legal bases within the organization. Transactional leaders focus on working standards, tasks and objectives towards the tasks. In addition, transactional leaders tend to completion of the tasks and subservience of the employees. Leaders of this type strongly rely on the organizational awards and punishments for the enhancement of employee's performance (Tracey and Hinkin, 1998:222).

Transactional leaders motivate their followers with the replacement of the rewards for services. The leader exactly knows his/her own expectations from the follower's works. They offer rewards for the efforts of their followers and provide the replacement of the rewards. Transactional leadership is to focus on the conditional decisiveness of the leadership. Such leaders rely on their compulsive powers and rewards (Kececioglu, 2003:34; Ceri Booms, 2009:80).

In the leadership style of this type, there are relationship based on the personal interests between the leader and the followers, juniors and seniors, and employees and managers. Here, the rules are clearly laid down by the leader. Thus the cases for which a reward or a punishment is given are known by the followers. Periodic performance assessments are carried out during the process. The results of these assessments are shared with the followers (Dogu, 2003:33).

Transactional leaders make minor arrangements in the mission, structure and human resources management of the enterprise. Transactional leaders who prefer to work under the constraints of the organ-

ization show the characteristics of typical leaders who adopt mostly the autocratic leadership style and rarely allow their followers to intervene the organizational decisions (Dogan, 2001:33).

MLQ, which was developed by Bass, uses three different cases in the measurement of transactional leadership style and asks 4 distinct questions for each case. These cases and relevant leadership characteristics are shown in Table 3.9 (Ingram, 1997:416; Berson and Avolio, 2004:632-633; Politis, 2002:189; Dogu, 2003:33-34; Eraslan, 2002; Kececi, 2003:36):

More detailed information related to transactional leadership factors and transactional leadership characteristics are presented below (Ingram, 1997:416; Berson and Avolio, 2004:632-633; Politis, 2002:189; Dogu, 2003:33-34; Eraslan, 2002; Kececi, 2003:36; Kilic, 2006:154);

a. Contingent Reward

The followers are motivated by promises, praises and rewards of the leader or negative feedbacks, error detections, threats and discipline. There is a secret or an open agreement between the leader and his/her followers. Leaders react depending on whether the followers stick to this agreement or not. Leaders may request their followers to do a task. Or make a secret or open agreement on what will be gained in exchange for the task.

b. Management with exception-Active

Herein, the system is continuously monitored by the leader. When there is a deviation from the rules or failures within the process are observed, the leader immediately intervenes without waiting for the process to be completed. In fact, this is a natural consequence of contingent support within the process.

c. Management With Exception-Passive

Herein the leader continuously monitors the system. The leader intervenes to the process if only a failure or a significant deviation from the standards is observed and becomes remarkable, he/she receives a notification (report) regarding this matter or the process ends with failure.

d. Laissez Faire

In this type of management style, managers avoid making decisions and consulting. Such managers prefer to be inactive rather than being reactive or proactive. Bass designated that this leadership style has a weak correlation with other types of leadership. Bass argues that the leadership style of laissez-faire types negatively influences the performance, efforts and behaviors of the subordinates. This case indicates that laissez-faire style of leadership is an undesired leadership style. It does not mean that the leader does not perform leadership due to his/her lack of knowledge and skills. In contrast, some studies demonstrate that in some cases an active leadership style may also not lead to good outcomes, some subordinates, duties or organizational characteristic may weaken the leadership role and this may result in authorization creating a positive application field for the transformational leadership style.

4.1.2.5. Transformational Leadership

Burns defines transformational leadership as the process of influencing and urging the followers by means of higher ideals and ethical values. Transformational leader must determine a clear and understandable vision for their organization and the followers must recognize the reputability of the leader (Tracey and Hinkin, 1998:222).

In transactional leadership, relationships are based on material items. However, transformational leadership grounds on personal value systems oriented to personal values such as ensuring the justice and order. Burns described them as final values. These values cannot be traded or negotiated. Owing to the capacity they have, transformational leaders can reunite their followers and direct them towards new objectives (Kuhnert and Lewis, 1987:649-650).

According to Bass and Avolio, transformational leadership has four dimensions. These dimensions consist of Idealized Influence, Inspirational Leadership, Individualized Consideration and Intellectual Stimulation (Tracey and Hinkin, 1998:222; Ceri Booms, 2009:92).

According to Bass and Steidlmeier, other than the dimensions mentioned above, transformational leadership also includes charisma. The

authors who consider idealized influence dimension to be identical to charisma assess this dimension in two groups as "attributed" and "behavior. Followers identify with the vision of charismatic leaders and try to mimic their leader. If a leader has transformational leadership characteristics, the leader's charisma and idealized influence have high standards providing vision, giving confidence or identifying with him/her for the followers. Inspirational motivation of a leader enables his followers to defy against challenges and share the common objectives. In addition, it imposes the feeling of taking responsibilities for his/her followers. Intellectual stimulation of a leader contributes to his/her follower's inquiries on the assumptions and helps them to produce more creative solutions for the problems. As a consequence of individualized consideration, a leader treats his/her followers as individuals. Placing emphasis on individuals, a leader can do both coaching and mentoring for his/her followers and provide an enhancement in organizational opportunities (Bass and Steidlmeier, 1998).

Likewise charismatic leaders, transformational leaders also provide inspiration for their followers. However this case realizes not only by identification of followers with the leader, but also by empowerment and doing coaching for them. In transformational leadership, a high commitment of followers to the leader is required. Transformational leaders provide inspiration for their followers, indoctrinate faith and encourage them to work harder. Thus, they provide the emergence of original ideas (Kececi, 2003:69-70; Kilic, 2006:154).

Kececi (2003) classifies the transformational leadership characteristics into four subtitles in Table 2. However, in this classification the idealized influence dimension of transformational leadership which has been addressed by many authors is ignored.

Table 2. Transformational Leadership Characteristics

Leadership Characteristics	Explanations on the characteristics
Charismatic	Earns the trust of his/her subordinates, teaches slowly, and provides the meaning and vision of the task.
Inspirational	Expresses important objectives through simple ways, focuses on the efforts, benefits from the symbols, and provides high expectations through communication.
Intellectually Stimulating	Behaves carefully, rationally and cogitatively in problem solving
Individualized Respect	Shows personal attention while educating the employees individually.

4.2. Dimensions of Transformational Leadership

In accordance with the opinions of different authors and different references, dimensions of transformational leadership are examined in the following headlines (Dogu, 2003:35-36; Eraslan, 2002; Politis, 2002:189; Bass and Steidlmeier, 1998; Tracey and Hinkin, 1998:222-223; Kececi, 2003:69-70; Kilic, 2006:156):

a. Charisma

The relationship between the charisma concept and leadership is controversial in the literature. As a number of academics express that the charisma concept covers the transformational leadership; others imply that these two concepts differ from each other and they should not be mixed up. However, for the reasons a moiety of which are described above, Bass considers charisma to be an element required for a transformational leader but not adequate alone. Since the multifactor leadership questionnaire developed by Bass is the behavioral scale, it will be essential to imply that the most important dimension of transformational leadership is charisma. Because, beyond leading to transformational leadership, charisma is a consequence of transformational leadership. Bass defines charisma as the process of creating a vision and mission sense, taking pride and feeling respect and confidence.

In transformational leadership, charisma is used to make the followers show a high degree of performance and have greater faith in the objectives. Some researchers state that the focal point of the success of a transformational leader is charisma. Charismatic leaders have a high power and influence. Followers identify with the personality of a charismatic leader and highly trust him/her. A charismatic leader enlivens the ideas of his/her followers and provides inspiration for them. These leaders exert great efforts to be successful.

b. Idealized Influence - Attributed

Idealized influence is defined according to both the leader and his/her followers. Ideal leaders consider the needs of others before their own needs. They avoid the use of force for personal gain and exhibit high level of ethical standards. They set ambitious objectives. Idealized influence is a combination of behaviors that give the feelings of admiration, respect and confidence. Idealized influence also covers the risk-taking and the observation of followers' personal needs, and ethical and moral behaviors by the leader.

c. Idealized Influence - Behavior

The leaders exhibiting ideal behaviors leave a positive impression on their followers. Followers identify with the leader and attribute high values to the leader.

d. Inspirational Leadership

Here, effective transmission of the vision to the followers and provision of inspiration for the followers are the matters in question. By using a number of symbols the intensification of the efforts is provided. Inspirational influence of a leader encourages his followers to defy challenges and share the common objectives. In addition, it imposes the feeling of taking responsibilities for his/her followers.

e. Intellectual Stimulation

Intellectual stimulation process simply consists of transmission of new and ambitious ideas questioning the old ideas and beliefs to the

subordinates. This process leads to recognition of the problems, transfer of leader's own ideas and imagination to his/her followers and sharing of leader's beliefs and values with the followers. Intellectual stimulation of a leader contributes to questioning of the assumptions by the followers and helps them to produce more creative solutions for the problems. Whether an intellectual stimulation is present can be determined through conceptualization of the encountered problems by subordinates, their analyses and the solutions they have produced

f. Individualized Consideration

Individualized consideration is, in a sense, protecting the individual, giving him/her advice and guiding him/her. Here, a continuous feedback and the association of personal needs with the mission of the organization are in question. As a consequence of individualized consideration, a leader treats each follower as an individual. It enables the leader to do coaching and mentoring for his followers and provides an enhancement in organizational opportunities. Some research results indicate that the followers who work with the leaders placing emphasis on the individuals stay longer in organizations.

In the recent era, transformational leadership is a leadership approach which is needed by each sector. Because at the present time in which changes and structural transformations are experienced, we need the leaders having the features to manage and lead these processes.

Since it is proven that leadership is not one of the innate characteristics with scientific methods, leadership behaviors are defined as learnable behaviors. In this context, transformational leadership behaviors which may be regarded as difficult and complex are teachable behaviors (Eraslan, 2002).

4.3. Concepts Related to Transformational Leadership

Reviewing the concepts associated with the transformational leadership concept in the literature, it is found that there are researches laying emphasis on various concepts regarding antecedents and consequences of this concept. These researches indicate that transformational leader-

ship (Elgamal, 2004; Pillai et. al, 1999; Podsakoff et. al, 1996; Purvano-
va, Bono and Dzieweczynsky, 2006) and both leadership styles among
which the effects of transformational leadership predominate (Bogler,
2001; Koh et. al, 1995; Mackenzie, Podsakoff and Rich, 2001; Nguni et.
al, 2006; Omar et. al, 2009) have direct and indirect influences on the or-
ganizational citizenship behavior and organizational commitment. Also,
in the researches that are conducted in Turkey, similar results were ob-
tained (Arslantas and Pekdemir, 2007).

According to Graham, the relationship between transformational
leadership and organizational commitment materializes by means of
authorization of the subordinates. Transformational leaders authorize
their subordinates by means of sympathy (e.g. by treating subordinates
respectfully and providing learning opportunities for them) and intel-
lectual stimulation (e.g. encouraging innovative and creative thinking
even it poses a threat for the leader's position). There is also a relation-
ship between transformational leadership and organizational commit-
ment which materializes by means of behaviors of the leader giving lead.
Mostly, leaders constitute a good example for their subordinates. Con-
sequently, subordinates consider the transformational behaviors of the
leader to be an indication towards exerting extra efforts and imitation of
these behaviors provides exhibition of organizational commitment and
citizenship behaviors (Koh et. al, 1995). It is precipitated that transfor-
mation leaders positively influence employees' interpretative and pur-
posive feelings and this relationship has a positive influence on the ten-
dency of employees to exhibit organizational commitment (Schlechter
and Engelbrecht, 2006).

On the other hand, it is demonstrated that transformational leaders
enable employees to be more satisfied, motivated and committed and
to deliver high-level performances, when compared to other leadership
behaviors. In the organization where transformational leaders are in-
volved, it is determined that employees have high trust in the leader.
Therefore, considering in the scope of organizational behaviors, organ-
izational commitment is defined also as "organizational citizenship".
With their transformational leadership-type behaviors, leaders enable
their followers to be more effective and provide the environment which

is necessary to make them deliver high level performances. (Keegan and Hartog, 2004:610).

In addition, according to the transformational leadership theory, transformational leaders exert their effectiveness on the followers more strongly in crisis environments and uncertainty conditions, besides the ordinary times. Transformational leaders make their followers break their past routine habits and help them to develop new solutions for uncertain problems and adopt new environments. In this context, it is stated that transformational leadership has an influence on organizational commitment. (Nemanich and Keller, 2007:50). The role of a transformational leader on his/her followers in the organization is to contribute to the development of followers in the organization and, in one sense, rebuilding of their personalities. A transformational leader shares the mission and organizational objectives of the organization with the followers and connects them to the organization to provide the consequential transformation. As a consequence of this commitment, an employee exerts his/her greatest effort and enhances his/her own performances (Epitropaki and Martin, 2005:572).

Unlike other leadership behaviors, transformational leadership behavior focuses on the establishment of revolution and transformation culture in the organization. To provide realization of transformation process, the leader guides his followers in the implementation of the strategies. In the organization, beyond completing a predetermined task in an organization, the leader emphasizes the transformation in the organization, develops a common vision that will provide the commitment of the employees delivers it to the organization members and determines the values of the organization (Todd, 1999:5).

As for in Turkey, in the study conducted by Uysal, Keklik, Erdem and Celik (2012:25), the perceptions of hospital employees regarding which of the leadership types among autocratic, democratic, participatory, liberal charismatic, paternalistic, operational and transformational leadership types they associate their managers with and their productivity levels, and the relationship between the perceived leadership types and productivity levels are analysed. The research is conducted with 525 people who are the employees of 7 hospitals located in the city

center of Isparta. As a result of the study, it is determined that liberal, autocratic, and charismatic leadership types reduce the productivity, as paternalistic and transformational leadership types enhance the productivity (Uysal et. al, 2012:2). In a study conducted by Cetin, Korkmaz and Cakmakci (2012:7), organizational citizenship behaviors of elementary school teachers and the effects of headmasters' transformational and transactional leadership and their interactions with the teachers on this behavior were examined. According to the obtained results, transformational leadership strongly influences the quality of the relationship between the headmaster and teachers and teachers' organizational citizenship behaviors in a positive direction. The effect of transactional leadership on the headmaster-teacher interactions and teachers' organizational citizenship behaviors was found meaningful (Cetin et. al, 2012:7)

In the study conducted by Yavuz (2009:51) in this context, the attitude of employees toward organizational commitment and transformational leadership behaviors was tried to be identified. Reviewing Meyer's organizational commitment scale, Multifactor Leadership Questionnaire (MLQ) which is developed by Avolio and Bass was applied to the employees working in the accommodation enterprises in Antalya, Aydin and Mugla. As a result of the research, it is identified that organizational commitment of the employees is of mediocre level and their attitude toward transformational leadership behavior is of high level (Yavuz, 2009:51). It can be conveniently expressed that the organizational form and structure of the schools which is one of the most important organizations in society have an impact on everyone's life (Lee, Dedrick and Smith, 1991). One of the most important elements within this organizational form and structure is the behaviors of the headmasters.

A number of studies conducted on leadership (Armstrong-Coppins, 2003; Cagle and Hopkins, 2009; Demir, 2008; Hipp, 1995, 1996; Lee and his colleagues.; Kurt, 2009; Nicholson, 2003; Oliver, 2001; Williams, 2010) state that certain leadership behaviors are important in determination of self and collective efficacies of teachers. According to the literature on school studies which are effective and education leadership which is popular among these leadership behaviors, working performance of teachers (Enueme and Egwunyenga, 2008) is associated with the varia-

bles such as students' success (Alig-Mielcarek, 2003; Gaziel, 2007; Krug, 1992; O'Donnell and White, 2005), occupational development of teachers (Blase and Blase, 1999b) and teachers' attitude toward transformation (Kursunoglu and Tanriogen, 2009).

In addition, a number of studies aimed for determination of the relationships between the self-efficacy of managers and leadership styles are available in the literature. For example, a study conducted in Turkey (Calik, Sezgin, Kavgaci and Kilinc, 2012:2497**)** is intended to evaluate the relationship between headmasters' educational leadership behaviors and self or collective efficacy of teachers. According to the findings of the research, educational leadership has direct or indirect effects at a positive and reasonable level on the collective efficacy of teachers. It is demonstrated that self-efficacy mediates the relationship between educational leadership and teachers' collective efficacy.

On the other hand, intellectual stimulation and creativity which are included among the sub-dimensions of transformational leadership refer to the faith of transformational leaders in power of thinking and, creative thinking refers to the establishment of relationships between the objects and thoughts that have never been related before. (Bolt, 2000:222). At this point, creativity factor is a parameter continuously renovating the organization, increasing the performance of the employees and offering new opportunities that open new doors for the organization. It is the key for a successful transformation when it is used correctly. In order to use this key correctly, it is required to reveal this factor which is present and perhaps, hidden for years in people and use it effectively. (Inci, 2001: 21). Therefore, these features of transformational leadership can be assumed to be in an interaction with the self-efficacy perception of the managers.

In addition, emotional strength, bravery and risk-taking are also revealed as other dimensions of transformational leadership. Accordingly, transformational leader is a personality who does not evaluate the situations individually, who does not give up against criticisms and who is not afraid of a failure. He/she can keep his/her feeling under control. Emotional strength also prevents the inner conflicts, thus, such feelings as self-confidence, determination, faith, and resistance against stressful environments are enhanced. All these qualities are stated to be present

in transformational leaders (Eraslan, 2006:14). Also, based on this statement, the presence of a relationship between these qualities and self-efficacy can be expressed.

On the other hand, in a study conducted in Turkey, the relationship between the emotional intelligence level of the managers and transformational leadership was evaluated. (Cakar and Arbak, 2003:83). The findings of the study which was conducted on total of 106 managers demonstrate that people with high emotional intelligence tend more to exhibit transformational leadership qualities. Based on the findings of this research, it is anticipated that there are reasonable relationships between personal traits, inner psychosocial resources and emotional intelligence of managers and transformational leadership style.

II. THEORETICAL FRAMEWORK OF RESEARCH AND RESEARCH MODEL

In this part of the thesis, following the explanation of the objectives toward evaluation of the relationship between the self-efficacy and decision-making in management, and transformational leadership qualities of the managers in hospital business, pre-assumptions and limitations of the researches and model, variables and hypothesis are included.

1. PURPOSE, IMPORTANCE AND THEORETICAL FRAMEWORK OF THE RESEARCH

1.1. Purpose and Importance of the Research

The purpose of this research is to evaluate the relationships between the self-efficacy of the managers in hospital businesses and their decision-making in management, transformational leadership qualities. The research is of great importance with regards to the determination of the individual characteristics of the managers in hospital institutions which affect their decision-making processes in management and transformational leadership qualities. The research is also intended to remind the executives that the concepts of decision-making in management and transformational leadership are affected by the individual characteristics of the managers.

Reviewing of the literature regarding these concepts, it is seen that the studies demonstrating the relationships between self-efficacy which is a personal trait of great importance and decision-making in management, and transformational leadership qualities are not available.

Therefore, in this study, in the light of the researches in the literature regarding self-efficacy, decision-making in management and transformational leadership, it is intended to research the relationships between self-efficacy of managers in the hospital businesses operating in Şanlıurfa and their decision-making and transformational leadership qualities in management. Together with this researching process, it is intended to determine the effects of self-efficacy on the decision-making processes and transformational leadership qualities of the managers working in hospital businesses.

In addition, with this study, the importance of self-efficacy, decision-making in management and transformational leadership style is emphasized, and by addressing the factors which are effective for its realization, it is intended to make a contribution to the literature including the fields such as business, management and organizational behavior. The data to be obtained in the aftermath of this study is considered to contribute to the evaluation of self-efficacy and transformational leadership qualities of managers in hospital businesses and related studies. In addition, this study is anticipated to be a reference for the future studies and a guide for new researchers.

1.2. Theoretical Framework of the Research and Hypotheses

As well as having a long research history and being tried to be explained by researches with different definitions and sub dimensions, all three of the concepts of "Self-efficacy", "decision-making in management" and transformational leadership" which are the main variables subjected to the research have never been addressed together in a single study before (according to knowledge of the author of this thesis study). As mentioned previously, in our study, the concept of self-efficacy is associated with many organizational and individual results. High level of positive perceived self-efficacy may affect the positive results such as effective decision-making in managements and exhibition of higher leadership qualities (Rausch, 2003; Erdemir, 2008; Ates, 2008; Yilmaz, 2010; Tekin and Ehtiyar, 2010; Cetin, 2011).

Bandura (1997: 35) clarifies the debate on the distinction between self-efficacy and actual performance of an individual with the following statement: "A skill is only as good as it can be exercised. By affecting the approaches of people against challenging tasks and their management, self-confidence determines whether a person uses his/her skills efficiently or poorly. For example, it is stated that in the skill development of managers, the success of resolving a managerial problem varies depending on their confidence in their efficacy. It is implied that people with higher self-efficacy implement their knowledge more confidently and sufficiently, they are more persistent and their probability to give up is lower" (Goddard and his colleagues, 2004).

It is stated that deeming self-efficacy as slightly above the actual capacity is the condition having the most positive impact on the performance (Goddard and his colleagues 2004). In this case, although there is a distinction between the performance and self-efficacy of a person, it can be stated that strengthening of self-efficacy perception has no reservations. However, a certain balance must be redressed. Because telling a person with insufficient performance that he/she performs well may be a misleading feedback rather than being encouraging (Kurt, 2012:200).

According to Pajares (2002), development and use of self-efficacy belief is an intuitive process. An individual's interpretation on an action he/she has performed is used in generation and development of his/her confidence in his/her skills respecting fulfilling a similar task in the future. In other words, a successful fulfillment of any task contributes to the achievement of the same task in the future. In this context, confidence of people in their own skills is effective on determination of what they can achieve. This information may help to explain why managers having equivalent experience and skills deliver different performances and why they implement different decision-making processes.

For managers, self-efficacy plays an important role in exhibiting behaviors and keeping their motivations high. Self-efficacy perception explains the success as follows; it assumes that the success depends on the interactions between behaviors, personal factors and environmental conditions. Self-efficacy influences task-selection, efforts, patience and success of an individual. Information sources on self-efficacy are per-

sonal successes, experiences dreamt on behalf of someone else, social knowledge and psychological indicators (Cetin, 2008:102).

To summarize, it is indicated that managers' self-efficacy belief to fulfill a task is associated with their successes, motives, management skills, management preferences in decision-making, the time reserved for decision-making and the degree of their efforts exerted to be successful in management. In this sense it can be expressed that self-efficacy of managers is related to their decision-making styles, on the other hand, managers can individually provide more satisfying and effective opportunities in management stages. In this context, it can be stated that self-efficacy perception of managers is related to their decision-making styles and it enables managers to make decisions on their own more effectively and more satisfactorily in the decision-making process at the management levels.

In this context, in the studies that are conducted regarding this subject, in order to make decision-making in management more understandable, the concept of manager's self-efficacy is highly emphasized. The act of decision-making in management is principally associated with the purposes and values of the manager. As relevant studies argue, to make an evaluation on decision-making in management, manager's personal perceptions and considerations such as his/her personal values and attitudes in the organization and self-efficacy must be understood (Yilmaz, 1999; Ates, 2008; Briggs and Little, 2008; Tekin and Ehtiyar, 2010; Cetin, 2011).

It is seen that the studies regarding this concept were conducted in health organizations, educational organizations, various private sector organizations and, tourism and service sector. Especially the studies conducted on the managers in health organizations and teachers in educational institutions and researches covering the private sector managers are available. Some of these studies are addressed below:

In the study conducted by Semerci (2000), the relationship between decision-making in management and critical thinking is studied. It is emphasized that critical thinking in decision-making processes has an important role in the successes of managers and as a result of the re-

search, it is expressed that there is a significant and positive relationship between managers' thinking power and decision-making efficiency.

In the study which is conducted by Balkis (2007), the relationship between the tendency of avoidance in the behaviors of prospective teachers and decision-making styles is examined with regards to various psychosocial variables. 984 prospective teachers (539 women and 395 men) between the ages of 16-31, who were studying in different departments of Faculty of Educational Sciences of Pamukkale University were participated in the research. In the analysis of the data, it is observed that the tendency to delay academic duties is positively related to rational decision-making style and negative, avoidant and spontaneous decision-making styles and varies according to gender, the field of education, class, time period preferred for studying and the factors encouraging academic success and studying.

The study conducted by Tekin and Ehtiyar (2010) is intended to evaluate managers' actions in decision-making in management is intended and examines the decision-making styles of a number of department managers who work in 5-star hotel businesses in Antalya. This research was conducted in 39 5-star hotel businesses located in Antalya region and 102 department managers were reached. In the end of the study, it is identified that decision-making style of the managers does not vary with a number of their demographic traits. In addition, it is determined that the mostly used decision-making style by the department managers is the intuitive decision-making style.

On the other hand, although there are a number of studies indicating that leadership behaviors of managers are associated with the self-efficacy and collective efficacy of teachers (Derbedek, 2008), it is possible to say that the studies in this field, especially regarding transformational leadership, are inadequate. Hallinger (2010), which is included among the studies conducted, examined the doctoral studies conducted in the last 30 years, in which educational leadership scale was used, and emphasized that by developing models indicating the relationships between the variables that is able to mediate between educational leadership and student success, such as collective teacher adequacy, school health, organizational learning and occupational satisfaction, these rela-

tionship must be tested and doctoral students must be oriented toward this direction.

In line with this, it is believed that there is a necessity to develop and test the models scrutinizing the managerial behaviors which are related to self-efficacy of the health managers and these variables. Explanation of the relationships between self-efficacy and collective efficacy and determination of the influence of educational leadership of headmasters on these can make contribution to the effectiveness of schools and successes of the students. In addition, it is assumed that determination of the variables affecting the collective efficacy of teachers will make great contributions to enhancement of the capacity of the school. At this point, Bitto and Butler (2010) emphasize the necessity to conduct more studies in order to determine the factors that will reinforce the efficacy of teachers. Consequently, it is believed that finding and deductions to be demonstrated by this study which is intended to research the relationships between the educational leadership behaviors of headmasters and, self and collective efficacy perceptions of teachers will make contributions to the literature.

In this context, "decision-making in management" and "transformational leadership qualities" concepts which are included in the scope of the main issue of this research, occupy an important place among the organizational and individual consequences which may be affected by self-efficacy perception of the managers.

Based on the literature review and theoretical background up to now, the theoretical framework and research model suggested by this thesis work which can be considered to be an approach to evaluate self-efficacy perception, decision-making in management and transformational leadership concepts which are examined in numerous studies in different research fields together is presented as shown in Figure 2 below. Hypotheses which are developed by means of the theoretical justifications in question are listed below.
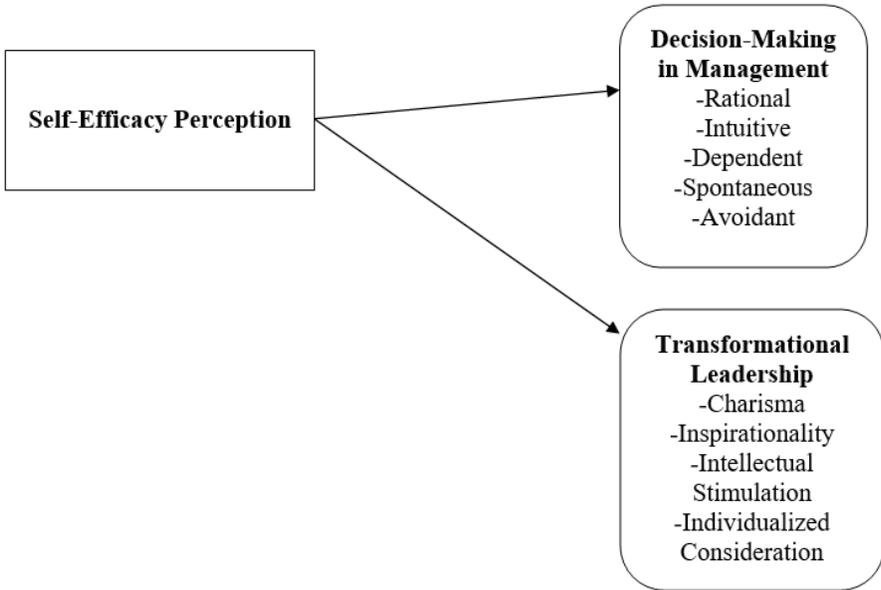
Figure 2. Theoretical Framework of the Research

Variables included in the Research

"Dependent Variables": -Decision-making in Management and its sub-dimensions

- Transformational Leadership and its sub-dimensions

"Independent Variable": Self-efficacy Perception

Hypotheses proposed in the Research

H¹: There is a significant and positive relationship between the self-efficacy perception of the hospital managers and their decision-making in management.

H¹a: There is a significant and positive relationship between the self-efficacy perception of the hospital managers and rational decision-making sub-dimension of decision-making in management.

H[1]b: There is a significant and positive relationship between the self-efficacy perception of the hospital managers and intuitive decision-making sub-dimension of decision-making in management.

H[1]c: There is a significant and positive relationship between the self-efficacy perception of the hospital managers and dependent decision-making sub-dimension of decision-making in management.

H[1]d: There is a significant and positive relationship between the self-efficacy perception of the hospital managers and spontaneous decision-making sub-dimension of decision-making in management.

H[1]e: There is a significant and positive relationship between the self-efficacy perception of the hospital managers and avoidant decision-making sub-dimension of decision-making in management.

H[2]: There is a significant and positive relationship between the self-efficacy perception of the hospital managers and their transformational leadership qualities.

H[2]a: There is a significant and positive relationship problem between the self-efficacy perception of hospital managers and charisma sub-dimension of transformational leadership.

H[2]b: There is a significant and positive relationship between the self-efficacy perception of hospital managers and inspirational motivation sub-dimension of transformational leadership.

H[2]c: There is a significant and positive relationship between the self-efficacy perception of hospital managers and intellectual stimulation sub-dimension of transformational leadership.

H[2]d: There is a significant and positive relationship between the self-efficacy perception of hospital managers and individualized consideration sub-dimension of transformational leadership.

2. PROBLEM STATEMENT AND ASSUMPTIONS OF THE RESEARCH

Among the main topics on which comprehensive studies have been conducted in the fields of business administration, organizational behavior, hospital management and management-organization in recent

years, the concepts such as self-efficacy perception, decision-making in management and transformational leadership qualities have been associated with each other or different concepts. Although nevertheless it is assumed that there will be an exact positive relationship between them, the findings consistently supporting the favorableness and the direction of action of this relationship were obtained. In contrast, there are consistent findings which support the presence of positive relationships between the self-efficacy perception and positive consequences on behalf of the organization and managers such as, efficiency in management, efficiency in decision-making, decision-making styles and working performance. Therefore, the topics of self-efficacy perceived by the manager, transformational leadership qualities and decision-making in management continue to gain importance in the field of management-organization recently. In this study, it is assumed that self-efficacy has a determining role in affecting transformational leadership qualities and decision-making in management. Thus, this study will be based on the assumption that self-efficacy perception of hospital managers will be a perception affecting transformational leadership qualities and decision-making in management.

2.1. Problem Sentence of the Research

The questions which constitute a basis for the development of hypotheses and theoretical framework and which are expected to be answered in this study can be summarized as follows:

How are the relationships between the self-efficacy of the managers working in hospital businesses and, decision making in management and transformational leadership qualities? Do decision-making in management and transformational leadership qualities of the managers vary depending on a dependent variable such as self-efficacy, which is one of the individual factors affecting these concepts?

2.2. Sub-Problems

1) How are the self-efficacy levels of the managers in hospital businesses?

2) How are the decision-making styles of the managers in hospital businesses?

3) How are the transformational leadership quality levels of the managers in hospital businesses?

4) Does decision-making in management status of the managers in hospital businesses vary with their self-efficacy perception?

5) Do transformational leadership qualities of the managers in hospital businesses vary with their self-efficacy perceptions?

2.3. Assumptions and Limitations of the Research

2.3.1. Assumptions

Assumptions of this research are as follows:

1) The conditions which are necessary to ensure that voluntary managers working in the hospital businesses operating in Şanlıurfa are able to fill the Data Collection Form with sincere answers are provided.

2) Statistical methods used comply with the purpose of this study.

2.3.2. Limitations

The research has two basic limitations:

1) a) Limitation regarding the topic: This research is limited to determination of the relationships between the self-efficacy perception and, decision-making in management and transformational leadership qualities of the managers working in the private hospital businesses operating in Şanlıurfa province.

b) Limitation regarding individuals: The adequacy level of the data collection tools developed for the research and statistical methods used in the processing of the data are limited to the answers given by the individuals.

2) In the deciphering of the data in the research, decision-making in management and transformational leadership qualities of the managers working in the private hospital businesses operating in Şanlıurfa province is limited to their relationship with the variable such as self-efficacy level perceived by them.

III. A RESEARCH TO DETERMINE THE RELATIONSHIPS BETWEEN SELF-EFFICACY, DECISION-MAKING IN MANAGEMENT AND TRANSFORMATIONAL LEADERSHIP: AN APPLICATINON ON THE MANAGERS WORKING IN THE HEALTH INSTITUTIONS IN SANLIURFA

1. METHODOLOGY OF THE RESEARCH

1.1. Sampling of the Research

The sample of the research consists of the managers working in the private hospitals involved in the health sector operating in Şanlıurfa province. People in question consist of medium-level and high-level managers. The surveys were conducted on chief physicians and deputy chief physicians, managers and deputy managers of state and private hospitals, medical center managers, managers of provincial directorate of health, general secretariat and university hospitals, and also family practitioners working in Family Health centers (each family practitioner is the manager of his/her own unit). Between the dates that survey application continued (June 1, 2015 – December 1, 2015) 411 survey returns were provided. Since total of 500 questionnaire forms were distributed, the return ratio is calculated as (411/500) 82 %.

1.2. Preparation of Measurement Tools (Questionnaire Forms)

In this research, a personal information form, including "Self-Efficacy Perception", "Decision-making in Management" and "Transformational Leadership" scales and demographic characteristics, is used. Each

question and scale in the questionnaire form will be answered by the hospital manager.

In the research, quintet Likert scale will be used. The questions included in the survey will be scaled as; (1) Strongly Disagree, (2) Disagree, (3) Partially Agree, (4) Agree, (5) Strongly Agree. The presence of multiple-choice questions in the scale requires the participants to select one of these options (between 1 and %). When conducting surveys, selection of only one option will be kindly requested from the participants. Reduction of the effects of answerer's prejudices, easiness in data-processing, easiness to be understood by the participant and time-saving feature emerging during both answering the questions and analyzing can be sorted as the superiorities of multiple-choice questions with respect to open-ended questions.

Therefore, the questionnaire form that will be directed to the participant will consist of 4 parts. These parts will cover "Self-Efficacy Perception Scale", "Decision-Making in Management Scale", "Transformational Leadership Scale" and "Demographic Information Questions".

1.2.1. Self-Efficacy Perception Scale

Self-efficacy scale was developed by Jerusalem and Schwarzer (1981) and adopted into Turkish as "Genelleştirilmis Öz Yetki Beklentisi" by Yesilay (1996). Among the items of the scale, the statements such as "I have a solution for every problem that may arise", "I can overcome every sort of challenge", "When I encounter a problem, I have numerous ideas to solve it" are included. A factor analysis was performed for testing the validity of the scale including total of 10 items and it was observed that factor loadings of the factors accumulated under a single factor vary between .63 and .76 and 49.67 % of the total variance is explained. In the same study, Cronbach Alpha coefficient for the reliability of the scales is calculated as .83 (Basim et. al, 2008). To test the reliability of the scale, Cetin and Basim (2010) used Maximum Likelihood method via Amos 16.0 statistical software. Obtained results demonstrated factor loadings of the scale items vary between .47 and .75 and the model developed explains 47 % of total variance. The results of the confirmatory

factor analysis indicate that the scale reaches the adequate compliance level and the validity of the scale is verified. Based on these justifications, Self-Efficacy Scale in question, consisting of 10 items, was decided to be used within the scope of this research.

1.2.2. Decision-Making in Management Scale

In this study, in order to measure the "Decision-making in Management" concept which is addressed as a variable dependent of the research, 17-item scale developed by Ozmen and Yoruk (2005) was used. In the study conducted by Ozmen and Yoruk (2005), toward the effectiveness of the managers regarding decision-making, a scale based on the educators' opinions is intended to be developed. Benefiting from body of literature and interviews made with teachers and managers, authors developed 40 items consisting of quintet Likert-type positive and negative statements regarding decision-making process. These items were then presented to an expert opinion and some items were eliminated. The scale which is finally reduced to 20 items was applied to primary school teachers and managers in Elazığ province and total of 132 questionnaire forms was answered and returned. As a result of the statistical analysis performed, Cronbach Alpha inner consistency coefficient was found as .64; KMO value was found as .74 and Bartlett's test is found as 1262.42 with a .00 significance level. The obtained results demonstrated that the reliability and validity is appropriate for reapplication of the scale. Based on these justifications, Decision-making in Management Scale in question, which covers five dimensions consisting of 17 items, is decided to be used in the scope of this research.

1.2.3. Transformational Leadership Scale

"Transformational Leadership" concept which was addressed as the other dependent variable of this study, was tried to be measured by benefiting from 26-item measurement tool) measuring 3 leadership sub-styles (transactional, transformational and laissez-faire leadership styles), which was developed by Bass (1985). It was observed that numerous studies in the literature have used this scale and, the items and

dimensions in the scale have high reliability values and the scale captures the content of these dimensions. Since transformational leadership style which is a sub leadership type of Bass (1985) Multifactor Leadership Questionnaire is discussed in our study, the scale, a shortened version of which was also used by Ceri Booms (2009) in Turkey, was used. Thus, in this study, transformational leadership was evaluated in terms of 20 items. Therefore, in this study, transformational leadership was measured in terms of 20 items. According to the results obtained from Boom (2009)'s study, Alpha reliability value of transformational leadership is determined to be 0.93. Based on these justifications, Transformational Leadership Scale in question, which covers four sub-dimensions consisting of 20 items, was decided to be used in the scope of this research.

1.2.4. Demographic Information Form

Based on the fact that sampling of the research may vary depending on some demographic variables, a demographic information form was created. In the personal information form, the questions are related to age, gender, marital status, educational level, professional experience, and working period in the recent institution and type of the recent institution (private or public).

1.3. Collection and Evaluation of the Data

Surveys were conveyed to the participants by face-to-face interviews or e-mail posts. The responded surveys were collected by the researcher on hand or via e-mail posts.

The analysis of the data obtained from the sampling group was performed by using SPSS 20 Package Software (Statistical Package for Social Sciences). In the analysis, analysis methods such as, definitive/descriptive statistical techniques, group differences tests, reliability analysis, Pearson correlation analysis and multiple regression analysis tests were used.

Before beginning statistical analyses, demographic variables were categorized and then, scales applied to the participants are graded. Afterwards, the statistical analyses of the obtained data were performed in

computer environment. At this stage, definitive frequency and percent distributions of the demographic characteristics of those composing the sampling group were implicated and the total scores of the scale were determined. By analyzing the obtained data by using SPSS program in computer, significances were tested at a level of .05, other significance levels were explicitly specified and, findings were presented in the form of tables in correspondence with the purpose of the research.

2. EVALUATION OF THE STATISTICAL FINDINGS OBTAINED

In this part, percent distributions and frequency values regarding age, gender, educational level, marital status, professional experience and working period in the organization will be included and afterwards, arithmetic averages of the scores obtained from Self-Efficacy Perception, Decision-making in Management and Transformational Leadership Scales and their subscales, standard errors in the arithmetic averages and standard deviation values will be presented in the form of tables.

2.1. Definitive Statistics Regarding Research Sampling

In this section, statistical analyses of the personal data obtained from the sampling of the research are included. Frequencies and percentages regarding distributions of research samplings with respect to demographic variables are presented in Table 3.

Table 3. Distribution of the Sampling with respect to Demographic Characteristics

VARIABLE	n	%
GENDER		
Female	146	35.5
Male	265	64.5
AGE		
18-25 years	70	17.0

26-31 years	84	20.4
32-38 years	69	16.8
39-45 years	116	28.2
46 years or above	72	17.5
MARITAL STATUS		
Single	110	26.8
Married	291	70.8
Widow-Divorced	10	2.4
EDUCATIONAL LEVEL		
Two Year Degree	10	2.0
Graduate (University)	22	5.8
Post-Graduate	97	23.6
Doctorate	278	67.6
PROFESSIONAL EXPERIENCE		
Less than a year	5	1.2
1-5 Years	85	20.7
6- 10 Years	59	14.4
11-15 Years	75	18.2
16 Years or above	187	45.5
PERIOD OF WORKING IN THE INSTITUTION		
Less than a year	33	8.0

1-5 Years	111	27.0
6- 10 Years	53	12.9
11-15 Years	77	18.7
16 Years or above	137	33.3
INSTITUTION THAT THE PARTICIPANT WORKS FOR		
Public	365	74.5
Private	46	25.5

As shown in Table 3 above, 265 of the health managers constituting the sampling group consist of 265 (64.5 %) men and 146 (35.5 %) women. 17 % of the sampling group are 18-25 years old, 20 % are 26-31 years old, 16.8 % are 32-38 years old, 28.2 % are 39-45 years old and 17.5 % are 46 years old or above.

It was observed that the 70.8 % of the participants constituting the sampling group are married, 26.8 of them are single and 2.4 of % of them are widow or divorced.

As shown in the table, 10 (2 %) of the participants constituting the sampling group are at two-years degree level, 5.8 % of them are at graduate level, 97 (23.6 % of them are at post-graduate level) and 278 (67.6 %) of them are at doctorate level.

5 (1.2 %) of the participants involved in the sampling group have professional experience less than a year and, 85 (20.7 %) of them have 1-5 years, 59 (14.4 %) of them have 6-10 years, 75 (18.2 %) of them have 11-15 years and the remaining 187 (45.5 :%) of them have 16 years or above of professional experience.

In addition, examining the total working period of the sampling group, it is observed that 8 % of them have been working for the same institution for less than a year, 27 % of them for 1-5 years, 12.9 % of them for 6-10 years, 18.7 % of them for 11-15 years, and the remaining 33 % of them for 16 years or above.

Examining the characteristics of the sampling group in terms of the type of the institution they work for, it was observed that 74.5 % (365 people) of the participants work for a public health institution and the remaining 25.5 % of them work for a private health institution.

On the other hand, examining the score averages of the variables involved in the research, it was observed that self-efficacy score average of the participants is 4,05±(0,57), transformational leadership score average is3,95±(1,07) and, decision-making styles score average is 3,46±(1,13). The score averages of the variables are shown in Table 4.

Table 4. Self-Efficacy, Transformational Leadership and, Decision-Making Styles Score Averages of the Participants

	Self-Efficacy	Transformational Leadership	Decision-making Styles
Average	4.05	3.95	3.46
Median	3.74	4.36	4.75
Std. Deviation	0.57	1.07	1.13
Min. Value	2.30	3.07	3.13
Max. Value	4.87	5.00	5.00
N	411	411	411

2.2. Reliability and Factor Analyses of the Tools Used in the Research

Regarding the variables of this research, first, a series of reliability tests are performed by using SPSS 20.0 statistical package software and then, in order to see whether each question is distributed into the factors as expected, exploratory factor analyses were conducted. Factor analyzing was performed by using Principal Component Analysis Method and rotation is performed by using Varimax (Kaiser Normalization) method. Even though, the scales used in the research are approved by the literature regarding the subject and tested by validity and reliability analysis; they were subjected to a confirmatory factor analysis.

2.2.1. Reliability and Factor Analyses for the Self-Efficacy Scale

As a result of the pilot research conducted, total of 80 survey returns were provided. At the first stage, factor analyses were performed in order to test the reliabilities and validities of the scales of these obtained surveys

In the first factor analysis performed following the pilot research, alpha value of the Self-Efficacy scale was determined to be 0.81. An item in this scale was eliminated due to its negative effects on inner-consistency and alpha value became 0.81. Since Cronbach alpha values of this scale is determined to be 0.7, it is possible to say that inner-consistency is ensured. This scale was evaluated one-dimensionally. In the factor analysis, 9 items were lumped in the same group. This scale is a one-dimensional scale consisting of 10 questions and again in the factor analysis a factor without sub-factors which has not split into other factors emerged. Since item loading was below 0.5 during the analyses and it would affect the inner consistency of the whole variable, it was eliminated from the analysis. Remaining 9 items were subjected to the analysis again and, a single dimension and a single factor were obtained. A total alpha reliability value of the scale was observed to be 0.81.

As the second stage, 411 survey returns were obtained as the result of the main research and again, a factor analysis was carried out. For the second time, Self-efficacy scale consisting of 10 questions was subjected to item analysis and reliability analysis. It was identified that the same 9 items in the factor analysis emerge under a single factor. As a result of these analyses, total alpha reliability value of the scale was determined to be 0.83. According to the results, quite high values such as, 0.847 KMO and 0.000 Bartlett's test score was obtained.

2.2.2. Reliability and Factor Analyses for the Transformational Leadership Scale

As previously mentioned, total of 80 survey returns were obtained as a result of the pilot research and at the first stage, a factor analysis is carried out in order to test the validity and reliability of the scales involved in these obtained surveys.

As a result of the first factor analysis performed on the transforma-
tional leadership analysis consisting of 20 questions, 4 dimensions were
obtained. Since it is a standard scale, the obtained results are as in the
literature.

**Table 5. Cronbach Alpha Values Obtained as the Results of the Pilot
Research for the Transformational Leadership Scale**

Dimensions	Cronbach Alpha
Charisma	.87
Intellectual Stimulation	.84
Inspirational Motivation	.87
Individualized Consideration	.86
Total Transformational Leadership Behavior	.95

Transformational Leadership is considered to be 20 questions and 4
dimensions also in the literature. Also in the analyses of the pilot study
conducted, 4 sub-factors (i.e. dimensions) were obtained. It is observed
that item loadings are above 0.50 and no item threatening the inner-con-
sistency exists. As shown in Table 5, all the sub-factors have 0.80 cron-
bach alpha reliability value and this is a quite high value. Besides total
reliability values of the 20-item scale belonging to total leadership was
determined to be 0.95.

As the second stage, 411 survey returns were obtained as a result of
the main research and another factor analysis was performed. For the
second time, the Transformational Leadership scale, consisting of 20
questions, was subjected to item and reliability analyses. In addition, as
previously mentioned, in order to perform a factor analysis for a scale, it
must be subjected to certain tests. First of these is KMO Sampling Ade-
quacy Measurement. This ratio is required to be above 60 %. The latter is
Bartlett's Test. The result of this test is required to be below 0.05. If only
these conditions are provided, a factor analysis can be performed. Before
the transformational leadership scale was subjected to a factor analysis,
KMO and Bartlett's test results were examined and these results are pre-
sented in Table 5. According to the results in Table 6, quite high values

as 0.858 KMO and 0.000 Bartlett's test score were obtained. In addition, as a result of the second analyses, total alpha reliability value of the scale is determined to be 0.90.

Table 6. Results of Reliability and Factor Analyses for the Transformational Leadership Scale

Item No.	Transformational Leadership	% Explained Variance	Item Loading	Crombach α
	Factor 1. Inspirational Motivation	**36.448**		**.92**
S6	I speak of the objectives that must be achieved with enthusiasm.		.866	
S2	I speak of values and beliefs that I esteem most to my colleagues.		.804	
S3	I care about different perspectives when solving problems		.716	
S4	I speak of the future positively (optimistically).		.703	
S17	I help my colleagues to develop their strengths.		.688	
	Factor 2. Individualized Consideration	**31.772**		**.89**
S15	I consider my colleagues to be individuals having different needs, skills and dreams.		.712	
S9	I put the benefits of the group ahead of my own interests.		.675	
S10	I regard the people I work with as individuals rather than ordinary members of the group.		.671	
S12	I consider moral and ethical consequences of my decisions		.662	

S11	I behave in a way that makes others respect me.		.644	
	Factor 3. Intellectual Stimulation	**25.882**		**.91**
S1	In order to question whether my anticipations regarding my job are reasonable. I make re-evaluations.		.725	
S7	I emphasize how important it is to strongly believe in the objectives of our institution.		.715	
S8	I spend time for guiding my subordinates and tutoring them.		.683	
S18	I suggest new ways regarding how the tasks will be fulfilled.		.655	
S20	I express my confidence in the achievement of the objectives.		.623	
S19	I emphasize the importance of having a common mission.		.602	
	Factor 4. Charisma	**19.886**		**.88**
S13	I give the impressions of power and reliability.		.706	
S14	I clearly voice the vision required to be adopted for the future of the organization.		.652	
S5	Being associated (mentioned) with me makes my colleagues proud.		.621	
S16	I consider the problems from many different angles.		.589	
	KMO=0.858 **Chi-Square Bartlett's Test= 17249.817 P=0.000**			.90

As presented in Table 6, according to the results obtained on the sampling which the research was conducted on, the Transformational Leadership variable has 4 sub-factors and reliability value of the scale

was determined to be .90. These sub-factors were qualified as "Inspirational Motivation" (α=92), "Individualized Consideration" (α=89), "Intellectual Stimulation" (α=91) and "Charisma" (α=88) and it was observed that they comply with the dimensions in the literature. It is determined that the items in question are accumulated under the same dimensions as in the studies in the literature.

2.2.3. Reliability and Factor Analysis of Decision-Making Styles Scale

As a result of the conducted pilot study 80 survey returns were provided and in the first stage, in order to test the reliability and validity of the scales in these obtained surveys, a factor analysis is performed.

As a result of the conducted pilot study, KMO value of the survey consisting of 17 questions which was applied to health managers in respect to decision making process is found to be 0.74. It is a scale that was used only once for another study and similar results were obtained. No item that threatens the internal consistency of the scale is found and since no item below 0.05 loading was observed, the study was resumed without item elimination. This case indicates that survey's compliance is good. On the other hand, Barlett's integrity test and level of significance were found to be 1262.42 and 0.00 respectively. This case indicates that survey items are accumulated under common factors. In Tables 7 and 8 below, there is a component matrix and rotated component matrix is evaluated. The internal consistency of the survey was found to be Cronbach Alpha= .80. These values obtained indicate that the survey made is valid and reliable.

1. Rational Decision-Making: α=.84
2. Intuitive Decision-Making: α=.79
3. Dependent Decision-Making: α=.81
4. Avoidant Decision-Making: α=.74
5. Spontaneous Decision-Making: α=.82

Table 7. Component Matrix

Components

	1	2	3	4	5
14	.87	-.07	.00	.17	-.06
13	.85	.07	.00	-.07	.10
8	.82	-.23	.16	-.01	.09
11	.75	-.01	.28	.05	-.04
7	.72	-.50	-.06	.18	-.04
17	.70	.45	-.02	.19	-.10
16	.66	.50	-.04	.19	-.13
12	.65	-.07	.16	.17	.36
10	-.60	.03	.52	.10	-.01
9	.57	-.34	.51	-.17	-.06
6	.43	-.38	-.38	.25	.24
4	-.48	-.58	.41	.24	-.03
1	-.29	.52	-.07	.52	.49
3	-.29	.11	.65	.52	.02
5	-.12	-.22	-.30	.54	-.28
2	.30	.41	.21	.04	-.67
15	.27	.31	.36	-.35	.39

Table 8. Rotated Component Matrix

Components

	1	2	3	4	5
8	.81	.14	-.12	.15	-.20
7	.81	.00	-.16	-.25	-.24
14	.78	.37	-.19	-.04	-.08
12	.74	.05	-.03	.19	.17
13	.69	.33	-.32	.23	-.04
11	.68	.36	.02	.17	-.14

9	.62	.07	.20	.27	-.48
6	.56	-.22	-.34	-.32	.13
2	-.03	.81	.11	-.04	-.26
16	.39	.70	-.20	.08	.21
17	.45	.68	-.19 .	09	.20
3	-.02	.08	.85	-.03	.24
10	-.40	-.16	.67	.09	.02
4	-.06	-.50	.65	-.26	-.22
15	.18	.08	.01	.73	.09
5	.01	.01	.06 -.	72	.09
1	-.17	.02	.18	.02	.90

Table 9. Validity and Reliability of Arguments Regarding Decision Makings, Analysis Results of Tested Items and Factor Loadings of Items

In the meetings, I set the agenda on my own. .90

In the meetings, I set the agenda together with other managers. .81

At the end of the meetings, I make decisions on my own. .85

Other employees and managers of other units are not willing to attend meetings.* .65

Meetings are held in respect to identified needs. .72

Meetings are regularly held at certain intervals. .56

In management of the institution, shared decision-making culture has been established. .81

At decision-making stage, I utilize the problem-solving method efficiently. .81

It is ensured that everybody complies with the decisions made. .62

If I and other managers cannot make decisions, we consult an expertise. 68

Before taking important decisions, by informing employees on the subject, they are encouraged to think.   .74

I try to eliminate the challenges that may arise in the implementation of the decisions, in collaboration with employees. .69

The decisions made consider the benefits of both people and the institution.   .78

I leave decision-making task to other employees.   .73

Decisions are flexible and they can be changed if needed with regards to occupational development of employees.   .70

Good implementation examples of health institutions that are successful at decision-making are taken into consideration.   .68

I think decisions I make are the best regardless of what the subject is. .67

In the second stage, 411 survey returns were obtained as a result of actual research and again a factor analysis was performed. For the second time, item and reliability analyses were conducted for the Decision-Making Styles in Management scale which consists of 17 questions. In addition, as previously mentioned, the scale must be subjected to specific tests in order to conduct a factor analysis. These are KMO Sampling Adequacy Test and Bartlett's Test. Before the Decision-Making Styles in Management variable was subjected to factor analysis, KMO and Bartlett's test results were evaluated and these results are presented in Table 10. According to the results in Table 10, very high results as 0.848 for KMO and 0.000 for Bartlett's test score were found.

As a result of the factor analysis which is conducted for the Decision-making Styles in Management scale consisting of 17 questions, no item threatening internal consistency of items or reliability of the scale or having item loading below 0.5 or occurring under a single factor has been observed. As a result of the factor analysis conducted without a question implication alpha coefficient was found to be .87. Total of 4 factors were identified. The item which is considered within the "avoidance" dimension in the previous factor analysis, is involved under a "spontaneous" decision factor which is the factor no. 4 in this last factor analysis.

Table 10. Reliability and Factor Analysis Results of Decision-Making Styles Scale

Item No.	Decision-making Styles	%Declared Variance	Item Loading	Cronbach α
	Factor 1: Rational Decision-Making	35.407		.85
S6	Regular meetings are held at regular intervals		.856	
S7	In the institution management shared decision-making culture is established.		.848	
S13	In the decisions taken, benefits of both people and the institution are taken into consideration.		.826	
S9	It is ensured that everyone complies with the decisions taken.		.821	
S10	In cases I and other managers cannot make decisions, we consult an expertise.		.789	
S11	Before taking important decisions, by informing them on the subject, employees are encouraged to think.		.756	
S12	In collaboration with employees. I try to eliminate the challenges that may arise in implementation of the decisions.		.726	
S13	In the decision-making stage. I utilize the problem solving method efficiently.		.709	
	Factor 2: Dependent Decision-Making	13.449		.78
S2	I set the agenda of meetings together with other managers.		.845	
S15	Decisions are flexible and they can be changed if needed with regards to occupational development of employees.		.814	
S16	Good implementation examples in the health institutions which are successful in decision-making are considered.		.723	

	Factor 3- Intuitive Decision-Making	12.691	.80
S3	In the end of the meetings. I took the decisions on my own.	.852	
S4	Other employees and managers of other units are not willing to attend the meetings.	.815	
S17	I think my decisions are the best regardless of what the subject is.	.745	
	Factor 4. Spontaneous Decision-Making	10.420	.83
S5	Meeting are held with regards to identified needs.	.716	
S14	I leave the decision-making task to employees.	.689	
S1	I set the agenda of meetings on my own.	.626	
	KMO=0.848 **Chi-Square Bartlett's Test= 165248.826 P=0.000**		.87

As shown in Table 10 in accordance with these results, Deci-
sion-Making Styles variable has 4 sub-factors and it is identified that
reliability level of the scale was found to be .87, according to the results
obtained based on sampling which the research is conducted for. These
sub-factors are qualified as "rational decision-making" (α=85), "intui-
tive decision-making" (α=80), "dependent decision-making" (α=78) and
"spontaneous decision-making" (α=85) and it is observed that they are in
compliance with the dimensions in the literature. Since only in the study
conducted by Ozmen and Yoruk (2005) 5 dimensions are obtained, it is
identified that "avoidant" style is not observed as a sub-factor according
to the results of this study. It is established that the items involved in
the dimension in question are loaded under other factors. Therefore, it
is possible to say that this finding obtained may be a new and distinct
result for our study.

2.3. Analyses and Evaluations Regarding Hypotheses

In this part, examinations oriented to the relationships between self-efficacy and transformational leadership and between self-efficacy and decision-making styles variables, and for this purpose correlation and regulation analyses are included. The results of the conducted analyses are presented as tables.

2.3.1. Results of Correlation Analyses

Correlation analyses intended to determine whether there is a relationship between self-efficacy and transformational leadership style, and decision-making and identify the relationships between all variables included in the research model were conducted. In Table 11, the relationships between self-efficacy, transformational leadership and decision-making styles are presented.

The correlation coefficients included in Table 11 serve for testing the relationships between total self-efficacy and total transformational leadership and total decision-making styles. Literal correlation coefficients between the variables have the same meaning with the simple regulation between two variables. Reviewing the values in Table 11 (at significance levels of $p<0.01$ or $p<0.05$), the significance level of the relationship between the variables and whether this relation is in positive or negative direction can be observed.

Table 11. Relationships Between the Variables Included in the Research Model

		General Self-Efficacy	General Transformational Leadership	General Decision-Making Style
General Self-Efficacy	Pearson Correlation	1	.606(**)	.584(**)
	Sig. (2-tailed)(p)	.	.000	.000
	N	411	411	411
General Transformational Leadership	Pearson Correlation	.606(**)	1	.658(**)
	Sig. (2-tailed) (p)	.000	.	.000
	N	411	411	411
General Decision-Making Styles	Pearson Correlation	.584(**)	.658(**)	1
	Sig. (2-tailed) (p)	.000	.000	.
	N	411	411	411

** Correlation is significant at the 0.01 level (2-tailed).

As a result of the correlation analyses conducted, it is observed that there is a positive and significant relationship between the general self-efficacy and transformational leadership considerations of managers. In addition, it is identified that there is a positive and significant relationship between self-efficacy and decision-making styles of managers. It is indicated that there is again a positive and significant relationship between decision-making style and transformational leadership. Accordingly, it is identified that there is an intermediate positive and significant relationships between self-efficacy and transformational leadership qualities (r=0.606) of managers, between self-efficacy and decision making (r= 0.584) and between self-efficacy and transformational leadership (r= 0.658).

On the other hand, in order to demonstrate the relationships between the subscales of the decision-making scale used in the research and general self-efficacy, Pearson Correlation Analysis was performed. It is observed that inter-scalar correlation coefficients vary between .121 and .608. It is observed that four of the correlation analyses performed are significant.

As shown in Table 12 below, there is a significant and weak relationship between rational decision-making subscale and self-efficacy (r=,246; p<0,01) in the same direction; a significant and very weak relationship between the dependent decision-making subscale and self-efficacy (r=--,121; p<0,01) in opposite directions; a significant and mediocre relationship between the intuitive decision-making subscale and self-efficacy (r=,561; p<0,01) in the same direction and a significant and mediocre relationship between the spontaneous decision-making style and self-efficacy (r=,502; p<0,01) in the same direction. According to these results, it is observed that relationships between subscales of the decision-making styles scale are significant and weak or mediocre. Based on these findings, Hypothesis 1 (there is a significant and positive relationship between self-efficacy of hospital managers and their decision-making in management) is "verified". However, in this study, H1e hypothesis which proposes a relationship between self-efficacy and avoidance dimension which is regarded as a sub-dimension of decision-making styles is not valid. As a result of factor analysis, this dimension is not identified as a significant factor which is included under the variable.

Table 12. Relationships Between the Subscales of Decision-Making Styles scale and Self-Efficacy

Perceived Decision-Making Styles Dimensions		Self-Efficacy
Rational	Pearson Correlation	.246(**)
	Sig. (2-tailed) (p)	.000
	N	411
Dependent	Pearson Correlation	-.121(**)
	Sig. (2-tailed) (p)	.000
	N	411
Intuitive	Pearson Correlation	.561(**)
	Sig. (2-tailed) (p)	.000
	N	411
Spontaneous	Pearson Correlation	.502(**)
	Sig. (2-tailed) (p)	.000
	N	411
Self-Efficacy	Pearson Correlation	1
	Sig. (2-tailed) (p)	.
	N	411

** Correlation is significant at the 0.01 level (2-tailed)

On the other hand, in order to demonstrate the relationships be-
tween the subscales of the transformational leadership scale used the
research and general self-efficacy perception, Pearson Correlation Anal-
ysis is performed. It is observed that inter-scalar correlation coefficients
vary between .016 and .464. The results of the correlation analyses are
observed as being significant.

Table 13. Relationships Between the Sub-Scales of Transformational Leadership Scale and Self-Efficacy Perception

		GENERAL SELF-EF-FICACY PERCEP-TION
CHARISMA	Pearson Correlation	.247
	Sig. (2-tailed)	.384
	N	411
INSPIRATION	Pearson Correlation	.318(**)
	Sig. (2-tailed)	.000
	N	411
INTELLECTUAL STI-MULATION	Pearson Correlation	.310(**)
	Sig. (2-tailed)	.000
	N	411
INDIVIDUALIZED CONSIDERATION	Pearson Correlation	.232
	Sig. (2-tailed)	.546
	N	411
SELF-EFFICACY	Pearson Correlation	1
	Sig. (2-tailed)	.
	N	411

** Correlation is significant at the 0.01 level (2-tailed).

As shown in Table 13 above, there is a significant and weak relationship between the charisma sub-dimension of transformational leadership and general self-efficacy (r=,247) in positive direction, a significant and weak relationship between the inspiration dimension of transformational leadership and general self-efficacy (r=,318; p<0,01) in positive direction; a significant and weak relationship between the intellectual stimulation dimension and general self-efficacy (r=,310; p<0,01) in positive direction; and a significant and weak relationship between the indi-

vidualized consideration dimension and transformational leadership in positive direction. According to these results, it is observed that the relationships between the subscales of transformational leadership scale and self-efficacy perception are weak. Based on these findings, Hypothesis 2 (There is a significant and positive relationship between the self-efficacy perception of hospital managers and their transformational leadership qualities) is "verified".

2.3.2. Results of Regression Analyses

Following the general discussion of perceived decision-making styles and transformational leadership style and demonstration of the positive and significant relationship between these and self-efficacy perception, examination with regression analyses oriented at what the interactive elements leading managers to more decision-making styles and transformational leadership style are and how these elements are affected by self-efficacy perception were performed. In this context, evaluations toward the significance and level of determinant effects of self-efficacy on decision-making styles and transformational leadership style were made. For this purpose a series of regression analyses were performed. The findings obtained are presented below.

2.3.2.1. Effects of Self-Efficacy on Transformational Leadership Style

The results of the regression analysis which is intended to determine the perceived self-efficacy levels on the transformational leadership styles of managers are presented in Table 14.

Table 14. Effects of General Organizational Environment on Working Performance

	Beta(β)	B	t	R^2	Str. R^2	F	P
Independent Variable							
Self-Efficacy	.303	.330	26.225	.267	.266	687.775	.000

*Dependent Variable: Transformational Leadership

As shown in Table 14, examining the effect of self-efficacy on transformational leadership, self-efficacy perception explains 0.27 of transformational leadership (R^2), (R^2). In addition, self-efficacy is effective on transformational leadership by a coefficient of 0.330.

2.3.2.2. Effects of Self-Efficacy on Decision-Making Styles

The results of regression analysis which is conducted to determine the effects of perceived self-efficacy on the decision-making styles of managers are presented in Table 15.

Table 15. Effects of General Self-Efficacy Perception on Decision-Making Styles

	Beta(β)	B	t	R^2	Str. R^2	F	P
Independent Variable							
Self-Efficacy	.658	.655	30.138	.433	.433	908.291	.000

*Dependent Variable: Decision-Making Styles

As shown in Table 15, examining the effects of general self-efficacy perception on decision-making styles, self-efficacy perception explains 0.43 of decision-making styles (R^2). In addition, self-efficacy perception is effective on decision-making styles by a coefficient of 0.655. Based on these findings, it can be stated that self-efficacy perceptions have a significant explanatory influence and a positive effect on decision-making styles.

IV. RESULTS, DISCUSSIONS AND RECOMMENDATIONS

This study has been intended to examine the relationships between the self-efficacy levels of health managers and their decision-making styles in managements and transformational leadership qualities. In the study, first, these concepts were defined, and then, the relationship between these and other various concepts on individual or organizational level were evaluated. More significantly, the positive consequences of self-efficacy levels of health managers were discussed and among these consequences, decision-making in management and transformational leadership qualities of managers were focused on. The literature regarding the subject was reviewed and the relationships between these concepts are tried to be supported by means of the findings of the empirical studies. Based on the conceptual and empirical findings, it is proposed that self-efficacy level of managers would have positive and significant relationships with decision-making styles and transformational leadership qualities. In this direction, in order to test research questions and hypothesis developed, a field research was conducted. Consequently, this research is intended to determine the effects of self-efficacy perception of the managers working in hospital businesses on their decision-making processes and transformational leadership qualities.

In this study, the managers working in hospital businesses are defined as the sampling group. The managers working in the private hospitals involved health sector operation in Şanlıurfa province consists of

the sampling of the research. The research which has been performed to examine the relationships between the self-efficacy of managers working in hospitals and, their decision-making in management and transformational leadership qualities was conducted in Şanlıurfa province. Thus, it was intended to examine the relationships between the self-efficacy perception of the managers in the hospital businesses in Şanlıurfa, and their decision-making in management and transformational leadership qualities.

These managers involved in the research are at low or medium-level. The surveys were conducted to chief physicians and deputy chief physicians, managers and deputy managers of state and private hospitals, medical center managers, managers of provincial directorate of health, general secretariat and university hospitals, and also family practitioners working in Family Health centers (each family practitioner is the manager of his/her own unit). Firstly, a pilot research was conducted as a preliminary research and 80 surveys were collected. Together with the surveys collected, reliability and validity analyses of the scales were performed. Following the consideration that reliability values of the scales are valid, the main survey was started. As a result of this second survey application, 411 survey returns were provided. In this research, a personal information form including "Self-Efficacy", "Decision-Making in Management" and "Transformational Leadership" scales and demographic characteristics was used. Surveys are conveyed to the participators in the sampling group by means of face-to-face meetings or e-mail posts. Answered surveys were collected by means of e-mail posts or by hand. Analysis of the data obtained from the sampling group was performed via SPSS 20 Package Software (Statistical Package for Social Sciences). In the analyses, analyses such as definitive/identifying statistical techniques, group difference tests, reliability analysis, Pearson correlation analysis and multiple correlation test were used.

Surveys obtained were firstly subjected to definitive statistical analyses in SPSS software. Percentage and frequency values of variables, such as gender, age, education level, marital status, occupational experience and working period in the institution, and structure of the institution were examined. On the next step, arithmetic averages of the

scores obtained from Self-Efficacy, Decision-Making in Management and Transformational Leadership Scales and their subscales, standard errors of arithmetic averages and standard deviation values were analyzed. Based on the finding obtained, the health managers that form the sampling group consist of 64.5% men and 35.5 % women; 17 % of the sampling group are 18-25 years old, 20 % are 26-31 years old, 16.8 % are 32-38 years old, 28.2 % are 39-45 years old and 17.5 % are 46 years old or above. In addition, it was observed that the 70.8 % of the participants composing the sampling group are married, 26.8 of them are single and 2.4 of % of them are widow or divorced. In addition, the participants in the sample group are at two-years degree level, 5.8 % of them are at graduate level, 97 (23.6 % of them are at post-graduate level) and 278 (67.6 %) of them are at doctorate level.   5 (1.2 %) of the participants involved in the sampling group have professional experience less than a year and, 85 (20.7 %) of them have 1-5 years, 59 (14.4 %) of them have 6-10 years, 75 (18.2 %) of them have 11-15 years and the remaining 187 (45.5 :%) of them have 16 years or above of professional experience. Together with this, it is observed that 8 % of them have been working for the same institution for less than a year, 27 % of them for 1-5 years, 12.9 % of them for 6-10 years, 18.7 % of them for 11-15 years, and the remaining 33 % of them for 16 years or above. In addition, examining the characteristics of the sampling group in terms of the nature of the institution they work for, it is observed that 74.5 % (365 people) of the participants work for a public health institution and the remaining 25.5 % of them work for a private health institution.

On the other hand, examining the average scores of the variables involved in the research, it is identified that self-efficacy score average of the participants is 4,05+(0,57), transformational leadership score average is 3,95+(1,07), and decision-making style score average is 3,46+(1,13).

Following the definitive statistical analyses, factor analysis and reliability analyses for 3 scales involved in the survey form were performed. Exploratory Factor analysis is performed by Principal Component Analysis method and the rotation is applied by Varimax (Kaiser Normalization) method. As a result of item analysis and reliability analysis applied to Self-Efficacy scale consisting of 10 questions, it is identified that the

same 9 items in factor analysis emerge under a single factor. As a result of these analyses total alpha reliability value of the scale is determined to be 0.83. According to the results, quite high values such as 0.847 as KMO and 0.000 as Bartlett's test scores were obtained. As a result of the item analysis and reliability analysis applied to Transformation Leadership scale consisting of 20 questions, KMO Sampling Adequacy Measurement rate is observed to be above 60 %.Quite high values such as 0.858 as KMO and 0.000 as Bartlett's test scores were obtained. In addition, as a result of the analyses, total alpha reliability value of the scale is determined to be 0.90. According to the results obtained on the sampling which the research is conducted on, it is identified that Transformational Leadership variable has 4 sub-factors and the reliability value of the scale is determined to be 0.90. These sub-factors are qualified as "Inspirational motivation" (α=91), "individualized consideration" (α=89), "Intellectual stimulation (α=92), and "charisma" (α=88) and comply with the dimensions in the literature. It is identified that the items in question are accumulated under the same dimensions as in the literature. Finally, item analysis and reliability analysis were applied to Decision-Making Styles in Management which is examined as the dependent variable of research and consists of 17 questions. According to the results, quite high values such as 0.848 as KMO and 0.000 as Bartlett's test scores were obtained. As a result of the factor analysis applied to Decision-Making Styles in Management scale which consists of 17 items, no item which threatens the items' internal consistency and reliability of the scale or which is 0.5 less than the item loadings in the factor analyses or which emerges under a single factor was observed. As a result of the factor analysis which is performed without a question implication, alpha coefficient of the decision-making styles variable was found to be 0.87. Total of 4 factors were identified. The item which included the "avoidance" dimension in the previous factor analysis and original scale, was involved under "spontaneous" decision-making factor, which is the factor no. 4, in this last factor analysis. According to the results obtained on the sampling that the research is conducted on, it is identified that Decision-Making Styles variable has 4-sub-factors and the reliability value of the scales is determined to be 0.87. These sub-factors are qualified as "ra-

tional decision-making" (α=85), "dependent decision-making" (α=78), "intuitive decision-making" (α=80) and "spontaneous decision-making" (α=83) and it is observed that they comply with the dimensions in the literature. Since only in the scale study conducted by Ozmen and Yoruk (2005), 5 dimensions were obtained, as a result of this research, it is identified that "avoidant" style was not observed as a sub-factor. The items involved in the dimension in question, are identified to be accumulated under other factors. Therefore, this finding obtained is regarded as a new and distinct result for our research.

Following the factor and reliability analyses performed, in order to test the research hypotheses, a series of correlation and regression analyses were performed. First, correlation analyses intended to determine whether there is a relationship between self-efficacy and transformational leadership and decision-making styles and identifying the relationships among all the variables involved in the research model were performed. As the results of the correlation analysis performed, a positive and significant relationship between self-efficacy and transformational leadership qualities of managers was observed. In addition, a positive and significant relationship between general self-efficacy perception and decision-making styles of managers was also identified. Again, a positive and significant relationship between general decision making style and transformational leadership was observed. Accordingly, mediocre positive and significant relationships between self-efficacy and transformational leadership of managers (r= 0.600), self-efficacy and decision-making (r= 0.584) and decision-making and transformational leadership (r= 0.658) were identified. In addition, in order to demonstrate the relationships between the subscales of the decision-making scale used in the research and general self-efficacy perception, Pearson Correlation Analysis was performed. It was observed that inter-scalar correlation coefficients vary between .121 and .608. All four of the four correlation analyses performed were significant.

On the other hand there is a significant and very weak relationship between rational decision-making sub-dimension and general self-efficacy (r=,246; p<0,01) in the same direction; a significant and very weak relationship between dependent decision-making dimension and

self-efficacy (r=--,121; p<0,01) in opposite directions; a significant and mediocre relationship between intuitive decision-making dimension and self-efficacy (r=,561; p<0,01) in the same direction, and a significant and mediocre relationship between spontaneous decision-making dimension and self-efficacy (r=,502; p<0,01) in the same direction. According to these results, the relationships between the subscales of the decision-making scale and decision making are significant and, weak or mediocre. Based on these findings; Hypothesis 1, which proposes the assumption that "There is a significant and positive relationship between self-efficacy perception of the hospital managers and decision-making in management, was verified. However, H1e hypothesis which proposes the relationship of self-efficacy with the "avoidance" dimension which is addressed as a subscale of decision-making styles was not verified in this study. Because, according to the factor analysis, this dimension was not identified as being involved under the variable as a significant factor.

On the other hand, in order to demonstrate the relationships between the transformational leadership scale used in the research and general self-efficacy perception, Pearson Correlation Analysis was performed. It is observed that inter-scalar coefficients vary between .016 and .464. It was indicated that the results of the correlation analysis performed are significant. There is a significant and weak relationship between the charisma subscale of transformational leadership and general self-efficacy (r=,247) in the positive direction, a significant and weak relationship between inspirational dimension and general self-efficacy (r=,318; p<0,01) in the positive direction; a significant and weak relationship between intellectual dimension and self-efficacy (r=,310; p<0,01) in the positive direction and a significant and weak relationship between individualized consideration dimension and self-efficacy (r =,232) in the positive direction. According to these results, it is observed that the relationships between the subscales of transformational leadership scale and general self-efficacy perception are weak. Based on these findings, Hypothesis 1, which proposes the assumption that "There is a significant and positive relationship between the self-efficacy perception of hospital managers and their transformational leadership qualities", is verified.

At the last stage of the analyses, following general discussion of perceived decision-making styles and the transformational leadership style and demonstration of that self-efficacy is in positive and significant relationships with transformational leadership style, examinations related to regression analysis which are intended to identify what the interactive elements leading to more decision-making styles and transformational leadership style in regard to managers and how these elements are affected by self-efficacy perception were made. In this context, evaluations with regards to significance and level of determinant effects of self-efficacy perception on decision-making styles and transformational leadership style were made. For this purpose, a series of regression analyses were performed. According to the finding obtained, examining the effects of self-efficacy on transformational leadership, self-efficacy perception explains 0.27 portion of transformational leadership (R^2). In addition, self-efficacy is effective on transformational leadership by a coefficient of 0.330.

In addition, according to the result of regression analyses which are intended to determine the effect of perceived self-efficacy on decision-making styles of managers, examining the effects of general self-efficacy on decision-making styles; self-efficacy perception explains 0.43 portions of decision-making styles (R^2). In addition, self-efficacy perception is effective on decision-making styles by a coefficient of 0.655. Based on these findings, it is possible to state that self-efficacy perception has a significant explanatory power and positive effects on decision-making styles.

One of the important results of this research is the absence of "avoidance" sub-dimension, which is one of the sub-dimensions of decision-making, in the sampling group on whom the research was conducted. As known, the presence of a number of different styles for decision-making is mentioned in the literature. In the literature review conducted regarding decision-making styles, numerous definitions on decision-making are found, and in this research the conceptualization performed by Scott and Bruce (1995) was addressed among these definitions. Scott and Bruce (1995) focused on individual differences in decision-making behavior rather than decision-making task and effects of

environment and described five different decision-making styles. These are rational decision-making, intuitive decision-making, dependent decision-making, avoidant decision-making and spontaneous decision making.

Scott and Bruce (1995) developed each decision-making style on a behavioral basis. Accordingly, rational decision-making style is defined as "a rational evaluation process of alternatives performed by the manager", intuitive decision-making style is defined as "the predominant use of feelings and intuitions by the manager during the decision-making process, dependent decision-making style is defined as "focusing on the recommendations and directions of others by the manager during the decision-making process" and, avoidant decision making style is defined as "the tendency of the manager to avoid decision-making behavior". It was deemed significant that other than the intellectual arrangements of the individuals all these decisions-making styles are affected by a number of factors including traits belonging to the manager, organizational factors, contextual factors and environmental factors. Decision-making process is affected by psychological traits of individuals such as, perception, motivation and comprehension, interpersonal relations and interactions, in other words, the traits arising from their presence in groups. For example, England (2001:38) mentioned the relationship between the values of decision-makers and their decision-making behaviors. According to England (2001), personal values systems of decision makers affect their decision-making behaviors. To summarize, the factors affecting the decision-making process are in a relation with various factors including traits, personalities, value systems, perception types, leadership styles of the decision makers and managers, environmental factors, the time factor, options, constraints and results. In this study, among the factors in question, self-efficacy concept which is considered to be a personal trait is focused on. Demonstration that self-efficacy perception has positive and significant relationships with decision-making styles as a result of this study complies with the results of the previous conceptual and empirical studies.

As explained in the previous chapters, self-efficacy belief is determined by factors such as, previous experiences (successes or failures),

experiences based on the observations (witnessing other's successes and failures), persuasion process (by family members, a friend group or colleagues), affective experiences (experiencing intense feelings such as anxiety, fear, etc.)(Akkoyunlu and Orhan, 2003).As previously discussed in our study, self-efficacy perception is identified with numerous individual and organizational consequences. Perceived self-efficacy level being positively high can affect positive consequences such as more effective decision-making in management and exhibition of higher transformational qualities by managers (Rausch, 2003; Erdemir, 2008; Ates, 2008; Yilmaz, 2010; Tekin and Ehtiyar, 2010; Cetin, 2011). Self-efficacy level indicates difficulty level of the task; generality of self-efficacy indicates the transferability of self-efficacy into different activities and; self-efficacy power indicates the confidence of a person in his/her success in a task assigned to him/her (Ustuner et. al, 2009). On the other hand, intellectual stimulation and creativity which are included in sub-dimensions of transformational leadership, represents for faith of transformational leaders in the power of creative thinking and; creative thinking is meant to the correlation between the objects and thoughts which are never associated with each other (Bolt, 2000). Therefore, it is anticipated that these characteristics of transformational can be in interaction with the self-efficacy perception of managers. In addition, emotional strength, bravery and risk-taking emerge as other dimensions of transformational leadership. Accordingly, a transformational leader is a personality who does not think individually, who does not give up against criticisms and who is not afraid of being unsuccessful. He/she can keep his/her feelings under control. Emotional strength also prevents inner conflicts thus, enhances self-confidence, determination, faith and resistance to stressful environments. It is stated by the researches that all these traits are present in a transformational leader (Eraslan, 2006). Again based on this statement, a relationship between these characteristics of transformational leadership and self-efficacy perception of managers was anticipated. Demonstration that self-efficacy concept has positive and significant relationships with transformational leadership in the result of this study is of a nature that supports the results of the previous conceptual and empirical studies.

In conclusion, it is possible to state that the conceptual framework and research model suggested in this study which can be considered to be an approach to evaluate self-efficacy perception, decision-making in management and transformational leadership concepts which have been examined in numerous studies in different research fields so far together will provide an insight for the future studies.

In addition, it is believed that this study emphasizes the importance of self-efficacy perception, decision-making in management and transformational leadership style and will make a contribution to the literature covering the fields such as business administration, management and organizational behaviors by addressing the factors which are effective on how they occur. The data obtained as a result of this study are anticipated to make contribution to the assessment of self-efficacy, decision-making and transformational leadership qualities of managers and the researches regarding this subject. Also, bearing the characteristic of being a reference for other researches, this study is expected to lead the way for new researchers.

V. LIMITATIONS OF THE RESEARCH

This study is limited to determination of the relationships between the self-efficacy perception and, transformational leadership and decision-making styles of the managers who work in the hospitals and health organizations in Şanlıurfa province. Sampling of the research consists of the managers working in private hospitals involved in health sector operating in Şanlıurfa. People in question consist of medium-level and high-level managers The surveys were conducted on chief physicians and deputy chief physicians, managers and deputy managers of state and private hospitals, medical center managers, managers of provincial directorate of health, general secretariat and university hospitals, and also family practitioners working in Family Health centers (each family practitioner is the manager of his/her own unit). Therefore, since this research is conducted on a certain number of institutions in Şanlıurfa, in order to generalize it to the health sector in Turkey, similar research has to be conducted on the institutions of different size and in different areas. Based on the fact that the concepts addressed in this study which are within the field of organizational behavior of health institutions that constitute a special field in Turkey owing to their distinctive characteristics have not been empirically and conceptually examined to an adequate extent, it is believed that new researches which are more comprehensive have to be conducted.

In addition, the study conducted has limitation regarding people. Accordingly, the adequacy level of the data collecting tools developed for this research and statistical techniques used in processing of the data

are limited to the answers given by the people. By this way, the findings obtained represent the perceptions, attitudes and personal traits of the people involved in the sampling group. In this regard, it is believed that the implementation of the research in a way that covers a wider sampling group and different enterprises (public and private, in different size, international and so on) will provide much more significant findings and more important findings especially in different sectors (education, industry, tourism, and so on).

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ANNEXES – QUESTIONNAIRE FORM
QUESTIONNAIRE FORM

Dear participant,

This questionnaire is prepared to provide a database for a thesis study being performed and intended to receive opinions of the employees regarding a number of situations.

- Please do not write any anything that may indicate your identity on the questionnaire form.
- Questionnaire results will be reserved in the researcher.
- Please make your evaluations without **skipping** or **leaving** any statement **empty.**

Thank you for your contribution to scientific research process and our study.

Researcher: Yasemin KÜÇÜKÖZKAN

QUESTION FORM

PART 1. INRODUCTORY INFORMATION

1. Gender :   1( ) Female   2( ) Male

2. Marital Status   1( ) Single 2( )Married 3( ) Widow/Divorced

3. Age   1( ) 18-25   2( ) 26-31   3( ) 32-38   4( ) 39-45   5( ) 46 and above

4. Your education level

1( ) High-School

2( ) Associate's Degree

3( ) Graduate

4 ( ) Post-Graduate

5( ) Doctorate

5. What is your professional experience?

1( )Less than a year   2( ) 1-5 Years   3( ) 6- 15 Years   4( )16 Years or more

6. How long have you been working for the recent institution?

1( )Less than a year   2( )1-5 Years 3( )6- 15 Years   4( )16 Years or more

7. What is the status of the institution you work for?   1) Public   2) Private

8. What is the degree of the institution you work for?

1) 1st Degree Health Institution   2) 2nd Degree Health Institution 3) 3rd Degree Health Institution

PART 2

This part was prepared to measure your feelings and opinions on a number of situations that you may encounter in the institution you work for. Evaluate the statements below according to the scale: 1- strongly disagree, 5-strongly agree

		Strongly Agree	Highly Agree	Agree	Partially Agree	Strongly Disagree
1	I know what to do when I encounter a new situation					
2	I always know how to act in unexpected situations.					
3	When I am objected, I always find a way to put across.					
4	I overcome every sort of challenges.					
5	If I make an effort, I always find a solution for tough problems.					
6	I never find it difficult to realize my plans and achieve my objectives.					
7	When I encounter a problem, I have a number of ideas in order to solve it.					
8	Owing to my confidence in my skills, I face the challenges cold-bloodedly.					
9	I believe I can overcome instantaneous situations.					
10	I have a solution for each problem that may arise.					

PART 3

This part was prepared to measure your feelings and opinions on a number of situations that you may encounter in the institution you work for

		Strongly Agree	Highly Agree	Agree	Partially Agree	Strongly Disagree
1	In order to question whether my anticipations regarding my job are reasonable, I make re-evaluations.					
2	I speak of values and beliefs that I esteem most to my colleagues.					
3	I care about different perspectives when solving problems.					
4	I speak of the future positively (optimistically).					
5	Being associated (mentioned) with me makes my colleagues proud.					
6	I speak of the objectives to be achieved with enthusiasm.					
7	I emphasize how important it is to strongly believe in the objectives of our institution.					
8	I spend time for guiding my subordinates and tutoring them.					
9	I put the benefits of the group ahead of my own interests.					

10	I regard the people I work with as individuals rather than ordinary members of the group.					
11	I act in a way that makes others respect me.					
12	I consider moral and ethical consequences of my decisions.					
13	I give the impressions of power and reliability.					
14	I clearly voice the vision required to be adopted for the future of the organization.					
15	I consider my colleagues to be individuals having different needs, skills and dreams.					
16	I address the problems from many different angles.					
17	I help my colleagues to develop their strengths.					
18	I suggest new ways regarding how the tasks will be fulfilled.					
19	I emphasize the importance of having a common mission. .					
20	I express my confidence in the achievement of the objectives.					

PART 4

This part was prepared to measure your feelings and opinions on your leader/supervisor/manager in the institution you work for. Please answer hereby questions by evaluating yourself.

i Please evaluate the statements below according to the scale: 1-strongly disagree, 5-strongly agree		Strongly Agree	Highly Agree	Agree	Partially Agree	Strongly Disagree
1	I set the agenda of the meetings on my own.					
2	I set the agenda of the meetings together with other managers.					
3	At the end of the meetings, I make the decisions on my own.					
4	Other employees and managers of other units are not willing to attend the meetings.*					
5	Meetings are held according to the identified needs.					
6	Meetings are regularly held at certain intervals.					
7	In the institution management, shared decision-making culture has been established.					
8	In the decision-making process, I utilize the decision-making method efficiently.					
9	It is ensured that everybody complies with the decisions made.					

10	If I and other managers cannot make decision on any subject, we consult an expertise.					
11	Before taking important decisions, by informing employees on the subject, they are encouraged to think.					
12	In collaboration with the employees, I try to eliminate the challenges that may arise during the implementation of decisions.					
13	For the decisions taken, benefits of both people and the institution are taken into consideration.					
14	I leave the decision-making task to employees.					
15	Decisions are flexible and they can be changed if needed, in regard to professional development of the employees.					
16	Good practicing examples in the health institutions which are successful in decision-making are taken into consideration.					
17	I believe that my decisions are the best regardless of what the subject is.					

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