THE ROLE OF PROACTIVE PERSONALITY IN TRANSFORMATIONAL LEADERSHIP[*]

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Abstract

In this study, the role of proactive personality traits of public institution managers working in Hakkâri on transformational leadership traits was researched. The data gathered in this research were obtained by conducting face-to-face interviews with the managers of the institutions working in Hakkari. Later on the data were analyzed in the qualitative data analysis program. As a result of the analysis, the interviewed corporate executives stated that their proactive personalities mostly manifest themselves in the professional and institutional development dimension; stated that they acted proactively in realizing qualitative or physical change. In addition, it has been determined that corporate managers are a source of inspiration by including their employees in the decision-making process, they are role models for the employees by being in the field, they develop team spirit by emphasizing the concept of us consciousness, they show individualized attention by being sensitive to personal needs, and they display transformational leadership characteristics in the dimensions of encouragement. Finally, it was

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revealed that the managers of the institutions interviewed generally use the words "we" and "our".

Keywords: *Proactive Personality, Proactive Behavior, Leadership, Transformational Leadership.*

PROAKTİF KİŞİLİĞİN DÖNÜŞÜMCÜ LİDERLİKTEKİ ROLÜ

Öz

Bu çalışmada Hakkâri'de görev yapan kamu kurumu yöneticilerinin proaktif kişilik özelliklerinin dönüşümcü liderlik özellikleri üzerindeki rolü araştırılmıştır. Araştırmada elde edilen veriler Hakkâri'de görev yapan kurum yöneticilerinden yüz yüze görüşmeler yapılarak elde edilmiştir. Yapılan görüşmelerden elde edilen veriler nitel veri analizi programında analiz edilmiştir. Analiz sonucunda, görüşülen kurum yöneticileri proaktif kişiliklerinin daha çok mesleki ve kurumsal gelişim boyutunda kendini gösterdiğini; niteliksel ya da fiziksel değişim gerçekleştirmede proaktif davrandıklarını ifade etmişlerdir. Ayrıca kurum yöneticilerinin çalışanları karar verme sürecine dâhil ederek ilham kaynağı oldukları, sahada bulunarak çalışanlara rol model oldukları, biz bilinci olgusunu vurgulayarak takım ruhunu geliştirdikleri, kişisel ihtiyaçlara duyarlı davranarak bireyselleştirilmiş ilgi gösterdikleri ve teşvik etme boyutlarında dönüşümcü liderlik özellikleri sergiledikleri tespit edilmiştir. Son olarak görüşülen kurum yöneticilerinin genel olarak "biz" ve "bizim" kelimelerini kullandıkları ortaya çıkmıştır.

Anahtar Kelimeler: *Proaktif Kişilik, Proaktif Davranış, Liderlik, Dönüşümcü Liderlik.*

1. INTRODUCTION

It is essential for an organization that its employees work effectively and efficiently. The most important part of the research conducted for this purpose is those about the behavior of the employees in business life. When these studies are examined, it is seen that studies on "personality" structures gain great importance. The research that started with Carl G. Jung (1946)'s classification of the most basic personality structures was later elaborated and

continued with classifications on personality structures for specific behaviors of employees. As one of these classifications, proactive personality structure has also been one of the subjects studied.

The concept of proactive personality forms an important association with the concept of "transformational leadership". Transformational leaders (Bass et al., 1987: 74), who are the type of leaders who increase the development of groups and organizations, at the same time increase the desires of their followers according to their goals and objectives for their personal development and success (Bass et al., 1987: 74), in a sense, show proactive behavior characteristics while fulfilling these functions. These leaders also reveal their proactive personalities, as they act only with the effect of their inner state on them, apart from any external influence on them.

The aim of this study is to investigate the role of proactive personality traits of public institution managers working in Hakkâri on transformational leadership traits. This study is valuable in that it draws attention to the importance of proactive personality and transformational leadership in the public field. In addition, it is seen that studies on the proactive personality of employees (Adhyke et al., 2023, Caniëls et al., 2018; Buil et al., 2019; Mubarak et al., 2021; Yang et.al., 2020) are mostly conducted in the literature. It is thought that the fact that this study was carried out on a sample of managers will contribute to the literature.

2. CONCEPTUAL ANALYZING

2.1. Proactive Personality

The concept of proactive personality appears to have begun with the interpretations of Gordon W. Allport's "appropriate functionality" (1955:41) against external influences in the behavior of individuals which was interpreted

as "proactiveness", "future-oriented" and "psychological" made by Maddi et al. later on (Maddi, 1976:115). In these studies, it has been revealed that with the completion of personality development, the individual exhibits some behavioral characteristics in order to "get rid of monotony" and "make a difference" in his/her life (Maddi et al., 1962, Maddi et al., 1965).

In a definition made by Bateman and Crant (1993: 105), the proactive individual is described as an individual who is relatively unrestrained by situational pressures and makes environmental changes. Grant and Ashford (2008: 8) defined proactive personality as "the forward-looking action that employees take to influence themselves and/or their environment". Proactive individuals undertake to make an impact on their environment and persevere until they bring about a meaningful change (Fuller et al., 2006: 1097; Seibert et al., 1999: 417).

When we look at proactive personality behavior in the literature, it is tried to be explained with concepts such as "personal initiative", "self-starting", "self-efficacy", "exploratory behavior" or "take charge". According to a study by Frese et al. (1997: 140), personal initiative is a behavioral syndrome that results in an individual's active and spontaneous approach to his/her work and going beyond what is desired in his/her work. Fay and Frese (2000: 308-309) explain the behavior of "spontaneous action" as "the individual deliberately creates his/her own goals and implements them without any external orders or requests, and starts his/her actions without external pressure". Another concept used to explain proactive personality behavior is "self-efficacy". Self-efficacy is a person's judgment about his ability to show and organize certain types of performances (Bandura, 1997: 21). The concept of "exploratory behavior" is another concept used to explain proactive personality behavior. "Exploratory behavior" (Maddi, 1971: 254), which is defined as a behavior in

which attention or special attention is paid to only a certain part of the environment, except the rest of the environment, is described as a behavior of a person seeking difference. Finally, "take over" refers to voluntary and constructive efforts by employees to implement organizational functional change in how work is done in the context of their jobs, work units or organizations (Morrison and Phelps, 1999: 403).

It is seen that the word "opportunity" occupies a strategic place in the proactive personality. Because proactive individuals will have to look for opportunities (Bateman and Crant, 1993:105) that will facilitate their work in order to overcome the difficulties and pressures directed at them. Proactive individuals are individuals who search for opportunities in their environment and evaluate them in order to make certain changes, whether in their business or private lives.

2.2. Transformational Leadership

It is seen that different theories such as executive leadership, supportive leadership, participatory leadership, success-oriented leadership (Burns, 1978, Northouse, 2001: 91-92) have been put forward in the leadership literature (Yukl, 1998: 165). Transformational leadership also appears as one of these leadership typologies (Burns, 1978; Bass, 1985; Bass et al., 1987; Bass and Avolio, 1990; Bass and Avolio, 1993; Bass and Riggio, 2006; Poutiatine, 2009).

It is stated that the concept of transformational leadership was first mentioned in the work "Rebel Leadership: Commitment and Charisma in the Revolutionary Process" written by sociologist James V. Downton in 1973 (Simic, 1998: 49). However, the concept in question was not used in this study, but rather recognized through the work in the work titled "Leadership" prepared in a

political context by James McGregor Burns (1978) and "Leadership and Performance Beyond Expectations" prepared by Bernard M. Bass (1985).

Burns (1978: 20) defines transformational leadership as a process in which leaders and followers help each other to achieve higher levels of morale and motivation. The theory put forward by Burns about transformational leadership was then analyzed in depth by Bass. According to Bass, transformational leadership has four unique dimensions. These are charisma, inspiration, intellectual stimulation and personalized attention (Bass, 1985: 33-118; Bass, 1987: 74; Bass and Avolio, 1990: 22; Bass and Avolio, 1993: 112). These dimensions have been revised in another study by Avolio et al. (1991: 13-15) as personalized attention, intellectual stimulation, inspirational motivation, and idealized influence. Podsakoff et al. (1990) listed the dimensions of transformational leadership as setting vision and inspiration, providing role models, encouraging acceptance of group goals, high performance expectation, individualized attention, and intellectual stimulation.

In setting vision and inspiring; transformational leaders influence their followers to reach a certain goal or change(s) they will make in their environment, inspire them and prepare them in a sense for the determined goals, thus ensuring their extraordinary performance (Dvir et al., 2004: 127). Inspiration, on the other hand, should be evaluated not only as an emotional state taken from outside, but also as a phenomenon that is created by the inner dynamics of the person or activates the person (Trash and Elliot, 2003:872). Role modeling-idealized influence; The followers of transformational leaders trust and respect them and identify themselves with their leaders. Because transformational leaders become role models for their followers with their behaviors (Bass and Riggio, 2006: 6; Podsakoff et al., 1996: 277). In order to talk about the idealized influence feature in a leader, it is also expected that the leader has charisma

(Bryman, 1992: 44-48). Transformational leaders encourage their followers to work towards a common goal in order to achieve acceptance of group goals. Therefore, they emphasize the importance of being a team member and team spirit. In individualized interest, leaders support employees as they do their jobs with good suggestions, advice, and words of encouragement. In general, this situation contributes to the satisfaction of the subordinate towards the leader and to the productivity of the subordinates in many conditions (Bass, 1985: 82). In high performance expectation; Transformational leaders have an expectation that their followers will perform well, and they convey the belief that the followers will meet these expectations (Podsakoff et al., 1996: 278). According to Bass (1985: 100), intellectual stimulation refers to the stimulation and changes in the values and beliefs, thoughts and dreams, problem awareness and problem solving of the followers, rather than the arousal and change in the sudden movement.

When the literature of the last five years is examined, It is seen that the relationship between transformational leadership and positive organizational results such as organizational commitment (Ausat et al., 2022; Hoch et al., 2018), job motivation (Andriani et al., 2018), job satisfaction (Eliyana et al., 2019), employee performance (Bakker et al., 2022; Hoch et al., 2018), creativity and innovation (Koh et al., 2019) is emphasized. In the current study, it is thought that a different perspective is presented because the role of proactive personality in transformational leadership is examined.

2.3. Relationship between Proactive Personality and Transformational Leadership

Transformational leaders, like proactive personalities, are individuals who are dissatisfied with the status quo around them, want to change it, and make these requests by acting only with their own emotions instead of any external

influence. While making changes in their environment, they first identify the problem, then create a vision for this problem and finally make the change (Tichy & Devanna, 1986). But here the following should not be forgotten. Transformational leaders make the change by developing their followers. Therefore, the primary focus of transformational leaders is those who follow them. Therefore, It can be stated that the proactive personality will interact with the transformational leadership by helping to develop the organization.

In a pre-election research conducted by Pillai, Williams, Lowe, and Jung (2003) on 418 students who attended business courses in the USA, it was found that the proactive personalities of the candidates and the transformational leadership characteristics of the candidates affected the voting rates of the students and therefore it has been established that there is a relationship between proactive personality and transformational leadership.

Fuller et al. (2006) conducted a study on 120 employees in a small business in the south of the United States, it was understood that leadership types, including transformational leadership, affect proactive behavior of those who work in positions where it is imperative to make organizational change hierarchically.

In a study conducted by Williams, Parker, and Turner (2010) on production technicians working in shifts at a petrochemical processing plant in England, by emphasizing the proactive behaviors of team leaders in shifts, it was found out that the higher the proactive personality traits, the more likely it was to handle the take charge and innovativeness which are some of the characteristics of transformative leadership.

Another study that tries to reveal the relationship between transformational leadership and proactive behavior is Caniëls et al. (2018)'s study which is based

on survey data from 259 employees of the high-tech enterprise. Transformational leadership was also used as the main moderator in this study, which was originally conducted with the aim of revealing the relationship between proactive employees and being interested in their own work.

In the data obtained in this context, it has been understood that transformational leadership has no effect on employees with a fixed mindset. More clearly, it has been understood that transformational leadership has no effect on the relationship between proactive personality and self-interest for employees with a fixed mindset. On the contrary, in the absence of transformational leadership, the relationship between the stated factors increases in fixed-minded employees.

In an another study done by Buil et al. (2019) on hotel employees, the relationship between proactive personality and transformational leadership was researched. According to this study, it is stated that similar movements are shown in proactive personality and transformational leadership.

Yang et al. (2020) investigated the effects of transformational leadership and employee proactive personality on service performance and the mediating role of organizational integration. The sample of the study consists of 218 people working in five-star hotels in China. As a result of the analysis, it has been determined that transformational leadership and proactive personality have positive effects on task performance and contextual performance through organizational integration.

In another study they conducted on 102 small and medium-sized enterprises (SMEs) operating in the food processing industry in Indonesia, with a sample of 102 supervisors and 876 employees by Maria et al. (2021), they aimed to determine the effect of transformational leadership and creative self-efficacy

on employee creativity. At the same time, in this study, the role of self-efficacy as a mediator in the relationship between transformational leadership and employee creativity and the role of proactive personality as a moderator in the relationship between creative self-efficacy and employee creativity were investigated. The results showed that creative self-efficacy mediated the relationship between transformational leadership and employee creativity. In addition, it was revealed that the proactive personality acts as a moderator for creative self-efficacy and employee creativity.

Mubarak et al. (2021) investigated the moderator role of transformational leadership between proactive personality and work engagement, and the mediator role of job engagement in the relationship between proactive personality and innovative work behavior. Data were collected from 259 employees working in small and medium enterprises (SMEs) in Pakistan. The findings of the study show that a proactive personality has a positive effect on innovative work behavior through work engagement, and transformational leadership strengthens the relationship between proactive personality and work engagement.

Adhyke et al. (2023) investigated the effect of transformational leadership on employee voice and the mediating role of proactive personality in this relationship. The data were obtained from 457 people working in the Ministry of Law and Human Rights. The findings of the study show that the proactive personality significantly weakens the effect of transformational leadership on the voice behavior of the employee.

3. METHOD

3.1. Research Purpose

Individuals with proactive personality are individuals who are willing to take action on their own and can lead the change in their environment. In the literature these two variables are generally considered in the context of private sector employees (Buil et al., 2019; Caniëls et al., 2017; Fuller et al., 2006; Maria et al., 2021; Pillai et al., 2003; Williams et al., 2010). However, today, the concepts of proactive behavior and change have become a necessity not only for the private sector but also for public institutions. It is important to have proactive managers in the development of public services to keep up with change and to benefit the citizens. From this point of view, the aim of the study is; To investigate the role of proactive personality traits of public institution managers working in Hakkâri on transformational leadership traits.

3.2. Research Sample

The provincial administrators of the public institutions in Hakkâri constitute the population of the research. Purposive sampling method was adopted to determine the sample of the study. There are 19 provincial provincial directors in Hakkari. 8 provincial administrators responded to the interview request and formed the sample of the research. Due to the fact that Hakkâri is a province in need of development, the research sample has been determined as provincial administrators working in Hakkâri, on the grounds that there will be a high need for change and therefore managers with proactive personality.

According to Lincoln and Guba (1985: 202), the sample size is determined by informative evaluations in purposive sampling. If the aim is to obtain information to the maximum extent, inclusions are stopped at the point when no new information is received from the new sample units. In summary, repetition of information is the first criterion (Patton, 2014: 246).

3.3. Research Question

When the studies in the literature that deal with proactive personality and transformational leadership variables together (Buil et al., 2019; Caniëls et al., 2017; Fullervd., 2006; Maria et al., 2021; Pillai et al., 2003; Williams et al., 2010), it can be seen that the relevant variables are examined in the context of private sector employees. In this sense, it is thought that the selection of corporate managers working in Hakkâri as a sample in the current study will fill the gap in the literature. In addition, it has been determined in the literature that the studies that deal with proactive personality and transformational leadership variables together are quantitative studies in the context of the effects of the variables on each other. The qualitative character of the present study can be said to be complementary to the studies in the literature. Based on these explanations, the research question is determined as "Do the proactive personality traits of public institution managers working in Hakkâri have a role on their transformational leadership traits?".

3.4. Data Collection and Analysis

In the study, using the qualitative research method, semi-structured questions were asked to the provincial administrators of the institutions working in Hakkâri and face-to-face interviews were conducted. Interview questions were formed as a result of literature review (Bateman & Crant, 1993; Bass & Avolio, 1995; Carless et al., 2000; Podsakoff, 1990; Seibert, 1999). Ethics committee approval dated 25/04/2022 and no. 2022/44-1 was obtained from Hakkari University Scientific Research and Publication Ethics Committee for the study. The obtained data were deciphered without making any changes, recorded in the Nvivo 12 qualitative data analysis program and prepared for content

analysis. In the content analysis, the codes determined by considering the dimensions in the literature were brought together according to their similarities and differences and themes were formed. Finally, some results were obtained by interpreting the findings.

3.5. Validity and Reliability

Validity in qualitative research is related to "reporting the obtained data in detail and explaining how the researcher reached the results" (Yıldırım and Şimşek, 2006: 256-257). In order to ensure internal validity in this study, the data were collected in the form of direct face-to-face interviews, and the administrators were given as much time as they wished to express their opinions on the subject. During the research, care was taken not to ask leading questions in order to prevent a certain thought from coming to the fore. It has been clearly stated how the results have been achieved. The data obtained were associated with previously created conceptual themes. For the external validity of the research, the stages of the research were detailed, the data collection tool, the data collection process, the analysis and interpretation of the data, the findings were explained in detail, and direct quotations from the statements of the participants were included.

Reliability in qualitative research means whether the study process is consistent, reasonably stable between researchers and methods over time (Miles et al., 2014: 272), and the ability to reach the same results by using the same data on the researched subject under the same conditions (Neuman, 2014: 278; Yıldırım et al. Şimşek, 2006: 260-265). In this study, as LeCompte and Goetz (1982: 37-42) suggested, the data collection tool was created using the studies in the literature to increase internal reliability, and information about the data collection tool was included.

In the interviews, the questions were asked loud and clear, the interviews were recorded on a voice recorder or a notebook, and the data obtained were presented directly without any comments. In order to ensure external reliability, the conceptual framework and assumptions of the research, the method of data collection and analysis are defined in detail. The same coding scheme was used to encode all documents.

4. FINDINGS

4.1. Demographic Information on Provincial Managers Participating in the Interview

Some demographic information about the managers of the institutions interviewed is given in Table 1 below.

Table 1. Demographic Information of Provincial Managers Participating in the Interview

	Civil Service Period	*Working Time in the Institution*	*Management Period*
1. Provincial Manager	25 years	12 years	5 years
2. Provincial Manager	28 years	7 years	5 years
3. Provincial Manager	21 years	10 years	7 years
4. Provincial Manager	15 years	2,5 years	2,5 years
5. Provincial Manager	27 years	9 years	4 years
6. Provincial Manager	16 years	1 years	1 years
7. Provincial Manager	32 years	32 years	6 years
8. Provincial Manager	29 years	29 years	5 months

When Table 1 is examined, the average duration of civil service of institution managers is 24 years; it is seen that the average working time in the institution is 13 years and the average of the provincial manager's term of office is 4 years.

4.2. Opinions of Provincial Managers on Proactive Personality

4.2.1. Proactive Personality (AT1)

The questions asked to determine the proactive personality were grouped under three themes as "defining opportunity" (T1), "development" (T2) and "change" (T3) and the results are given in Table 2.

Table 2. Main Theme, Themes, Codes and References on Proactive Personality

Main Theme	Themes	Codes	References
Proactive Personality (AT1)	Defining Opportunity (T1)	Evaluating Resources (k1)	2
		Taking Initiative (k2)	2
		Learning from Experience (k3)	1
	Development (T2)	Professional Development (k4)	4
		Institutional Development (k5)	3
	Change (T3)	Physical Change (k6)	2
		Qualitative Change (k7)	2
		Structural Change (k8)	2

Opportunity Identification (T1)

The "Defining Opportunity" theme includes 3 codes as "evaluating resources" (k1), "taking initiative" (k2) and "learning from experience" (k3). Excerpts from the statements of the directors of the institution are given below:

> k1- 3rd Provincial Manager: "There are events developing outside the institution. For example, there is the DAP Development Agency Project, apart from the budget of our Ministry. We built a cinema in

2017 with this budget. We organized a book fair, a film festival. We evaluated sources outside the institution".

k2- 5th Provincial Manager: "We derive our strength from laws and regulations, but simply being here does not bring success. Management is risk taking. You must take responsibility. Also, no law says not to take responsibility. Not taking responsibility is the escape point. The consequences of the risks taken here are important. What happens to the public and societal interests, this is important".

k3- 1st Provincial Manager: "For example, we experienced an avalanche in Van. in 2019. 1 person was trapped under an avalanche. 2 people died due to the wrong intervention. If a natural disaster occurs once in a place, there is a high probability that the same event will occur there for the second time. If you see these and do not take the necessary measures in the risk reduction draft, if you do not work towards completing the deficiencies you see in the event, you will make the same mistake again. When precautions are taken, the lessons learned from that event and the measures taken become an opportunity. What were our pros and cons in each case? Is there any need for extra training as team personnel? Are extra materials needed? For this reason, we refresh the materials we need every year. In the past, the scene was entered without a life signal device. Now we use these devices".

As it can be understood from the statements above, it has been determined that the provincial managers of the institutions are in the behavior of identifying opportunities by evaluating the resources and taking the initiative. Instead of waiting for the conditions to mature, provincial managers take the

initiative even if the resources they have are limited and display proactive personality behavior for the functioning of their institutions.

Development (T2)

The "development" theme includes 2 codes as "professional development" (k4) and "institutional development" (k5). Excerpts from the statements of the provincial managers of the institutions are given below:

> k4- 4th Provincial Manager: "I am actively training students in many branches, from skiing to other sport branches. I haven't left my coaching side either. I do not rule from above. I'm on the field myself. I also do many nature sports myself. Rafting, paragliding, skiing. Whether it is for health or to improve myself professionally. Even though we are managers, we must have one step on the field. If not, you are harming your own health. And the vision you set gets damaged".

> k5- 2nd Provincial Manager "We are working on quality. Meetings are held at the beginning and end of the year. Improvements are being made. An evaluation of the quality of the institution is carried out in 81 provinces in Turkey at the Ministry level. So we see ourselves. We can see which units come to the fore on an institutional basis. This sets an example for other units."

When the statements of the provincial managers of the institutions are examined, it is seen that they focus on professional and personal development issues. The point to be noted in this finding is that managers should strive for the development of subordinates beyond their own development.

Change (T3)

"Change" theme includes 3 codes as "physical change" (k6), "qualitative change" (k7) and "structural change" (k8). Excerpts from the statements of the directors of the institution are given below:

k6- 6th Provincial Manager "I made changes in the working environment. We made a physical renewal. We made it out of the special administration budget".

k7- 7th Provincial Manager "Since I came here, I have been trying to change some things. Our provincial directorate ranks 82nd and 81st when you look at it according to institutional standards. We have about 18-20 criteria. Among these criteria, Hakkâri is in the top 10 or 15th rank, in 5 of them. We are in the top 5 or 10 in at least 10 of these criteria. We have been the first in 1 of them in Turkey for the last 2 years. Therefore, I think we have experienced great changes in this 2.5-3 year period".

k8-1. Provincial Manager "Previously, there were many personnel, but it was not clear who would do what. Some were working hard. Some were not working at all. This time, justice could not be provided within the human resources. We did this over time. I believe that we have a balanced distribution of tasks. No one is saying that I am given a lot of work right now. He looks at the others and says he/she has been given that another job".

As a result of their proactive personality, the managers of the institutions stated that they are the pioneers of the physical, qualitative and structural change in their institutions. At this point, it can be stated that the behavior shown at this point is transformational leadership behavior.
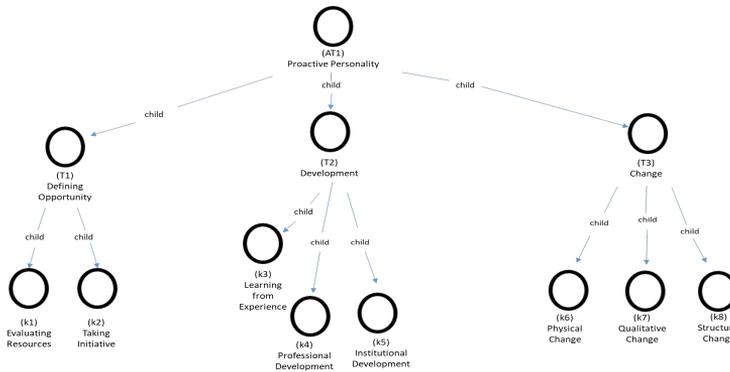

Figure 1. Themes and Codes for Proactive Personality NVivo Model-1

4.3. Opinions of Provincial Managers on Transformational Leadership

4.3.1. Transformational Leadership (AT2)

The questions asked to identify transformational leadership are "setting vision and inspiring" (T4), "role model-idealized influence" (T5) and "team spirit-promoting the acceptance of group goals" (T6), "individualized interest" (T7) and "high performance expectation" (T8) and the results are given in Table 3.

Table 3. Main Theme, Themes, Codes and References on Transformational Leadership

Main Theme	Themes	Codes	References
	Setting vision and inspiring (T4)	Vision indigenous to institution (k8)	4
		Involving Employees in the Process (k9)	11
Transformational	**Role model-idealized**	Being on the Field (k10)	4
		Experience-Knowledge	2

Leadership (AT2)	influence (T5)	(k11)	
		Perseverance (k12)	2
	Team Spirit-Promoting Acceptance of Group Goals (T6)	"Us" awareness (k13)	5
		Training (k14)	2
		Communication (k15)	2
	Individualized Interest (T7)	Assignment according to talent (k16)	2
		Personal needs (k17)	5
	High Performance Expectation (T8)	Encouragement (k18)	11
		Able to do better (k19)	7

Setting a Vision and Inspiring (T4)

The theme of "Setting a vision and inspiring" includes 2 codes as "involving employees in the process" (k8) and "special vision" (k9). Excerpts from the statements of the directors of the institution are given below:

k9- 4th Provincial Manager: "Our Mr. Minister sets a vision. We determine the path for ourselves in the light of the framework determined by him. The already established vision is very inclusive. But there are also regional differences with this vision. If we do not put these into action, you will not be able to achieve success".

k10- 2nd Provincial Manager: "We do these works through commission. We get one representative from each unit. That representative transmits the information he receives from his own unit to the commission. We evaluate it, make a draft and present it to the Ministry. The Ministry also generally welcomes it as it is for the benefit of the institution".

k10- 8th Institution Manager "I do not make decisions about the institution by myself. I'm having meetings with assistant managers,

branch managers. I also come together with the farmers, with the district governors, with the mayor. The idea is superior to the idea. An unexpected idea can touch people's lives. You may even see it as a crazy idea, but you have to listen. Very few decisions are made on my own. I take the opinions of many people, especially our Governor, and act accordingly in decisions that affect the public to a large extent".

Considering the above statements of the managers of the institutions, it has been determined that although they have an official vision of their institution determined by the Ministry, they are trying to create a sub-vision that covers the needs of the region they are in, thinking that it will be beneficial for their institutions, and they include the employees in this process.

Role Model-Idealized Influence (T5)

The theme of "role model- idealized influence" includes 3 codes as "being on the field" (k11), "experience-knowledge" (k12) and "perseverance" (k13). Excerpts from the statements of the directors of the institution are given below:

k11- 1st Provincial Manager "I often go to the event area with my friends. Maybe I'm not as competent as they are, I don't understand as much as they do, but being there is motivating for them. If there is a need, I meet it immediately".

k12- 2nd Provincial Manager "The manager must be experienced in order for the employees to take an example. Must have knowledge along with experience. An administrator who has both of these would be very helpful. They can say that my manager is experienced and knowledgeable on this subject. For this reason, the manager should always educate himself in every field of life, whether in the field of

law and regulation or in other fields, so that it has an impact on the institution and the employees. This is my management style. When I come to my Office in the morning, I always follow the official newspaper. If there is a change in the legislation, if there is anything about my organization, I immediately inform my vice manager".

k13- 5th Provincial Manager "I always give the message "We have to believe" to the managers. I say, "If not today, it will definitely happen tomorrow". I'm setting myself an example. I try to be a role model".

Based on the above statements, the managers of the institution especially pay attention to take part in the field; in addition to this, it can be stated that they strive to be a role model to the employees with their experience, knowledge and determination.

Team Spirit-Promoting Acceptance of Group Goals (T6)

The theme of "team spirit-promoting the acceptance of group goals" includes 3 codes as " 'us' awareness" (k14), "training" (k15) and "communication" (k16). Excerpts from the statements of the directors of the institution are given below:

k14- 2nd Provincial Manager "We emphasize the awareness of "us".

k15- 1st Provincial Manager "Except for what I said above we provide trainings. At this point, our Head Department comes into play. Almost every year, trainings are organized for better motivation. When we come together as an institution, we talk about what we can do to motivate better".

k16- 8th Provincial Manager "There are branch offices here. Each branch can be considered a team. Or we can bring together personnel

from different branch offices and form teams for a project. Yet a subject can concern two or three branches at the same time. Communication of branch managers is an important issue here. Of course, personal communication of the personnel with each other is also important".

Considering the statements of the provincial managers, it is seen that they act towards developing team spirit by emphasizing the awareness of "us".

Individualized Interest (T7)

The theme of "individualized attention" includes 2 codes as "assignment according to talent" (k16) and "personal needs" (k17). Excerpts from the statements of the directors of the institution are given below:

k16- 3rd Provincial Manager "For example, when you evaluate the human resources of the institution, you assign some tasks to the employees. Then you observe how things are going. I realized over time that when you distribute a task according to one's own abilities and interests, the result is better. Motivation decreases when you give a job to order. The work is still being done, but the motivation decreases. On the contrary, when you evaluate according to one's own ability, it also increases motivation".

k17- 8th Provincial Manager "I take personal requests into account at the institutional level. For example, a staff member may come to me and ask why he/she is not involved in a task he deserves. I'm asking it to myself too and I'm searching. If such a task can be given, I am looking for ways to give that task, most importantly, if he/she

deserves it. If there is no opportunity to assign in that task, I make the necessary explanations".

When the above statements are evaluated, it is seen that the managers of the institution are close to the employees and they are sensitive to their needs related to both their private lives and their jobs.

High Performance Expectation (T8)

The theme of "high performance expectation" includes 2 codes as "encouragement" (k18) and "able to do better" (k19). Excerpts from the statements of the provincial managers are given below:

k18- 1st Provincial Manager "When we come together among ourselves, we always praise the exemplary behavior of our friends. When appropriate, we express in front of our superiors that this friend carried out these activities by name. This also motivates. We are trying to do whatever it is necessary for the personnel in the awarding institution to go further. In my opinion, the effort of each person in this institution, from the lowest level to the highest level, is valuable. Even if it is his primary duty, you will know how to appreciate it from time to time. When you say "good job", it motivates".

k19- 4th Provincial Manager "There will be training, but of course, we hold a private meetings with the unit chief of each unit that comes into play here. What are our duties and responsibilities? Then each head of each unit comes together with his staff in order to find the answers of the questions as: "How can we make an innovation or difference?", "How can we do it better?", "How can we please

everyone?", "how can we increase the success graph to better ones?".
We come together with them once a month on average in order to do
analyzing among ourselves".
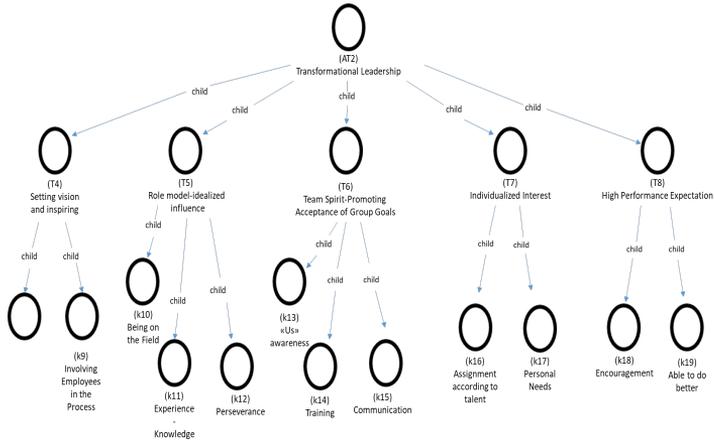
Figure 2. Themes and Codes Related to Transformational Leadership NVivo Model-2

It has been determined that the provincial managers ensure the employees of
the institution to show higher performance, especially by conveying the belief
that they can do better with praise.

4.4. Word Frequency Analysis

Word frequency analysis was carried out in order to determine the words most
frequently emphasized by the provincial managers of the institutions
participating in the interview. The result of the analysis is given in Figure 3.

Figure 3. Word Cloud View of most frequently emphasized words

As seen in Figure 3, as a result of the word frequency analysis, it was determined that one of the most frequently emphasized words was "we" (biz) and the other was the word "our" (bizim)[†]. It can be stated that this result supports the transformational leadership characteristics of provincial managers to be a source of inspiration by including employees in the decision-making process and to develop team spirit by emphasizing the concept of "us".

5. DISCUSSION AND CONCLUSION

In the study, it was determined whether the provincial managers of the institutions working in Hakkâri have proactive personality and transformational leadership characteristics and the reflections of these characteristics on the organizations.

As a result of the analyzes, the provincial managers of the institutions included in the sample indicated that they acted to identify opportunities by evaluating the resources and by taking the initiative; exhibited proactive personality in terms of professional and institutional development; acted proactively in

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[†] As the interviews were done in Turkish, the context gathered from them was loaded in Turkish to Nvivo programme as well. And as a consequence The Word Cloud View was seen in Turkish in the figure.

realizing qualitative, physical and structural change. In addition, it was found out that the provincial managers become inspiration sources by involving employees in the decision -making process, they are role models to employees by being in the field, they are developing team spirit by emphasizing the phenomenon of "us" consciousness, they showed individualized interest by behaving sensitively to personal needs and they display transformational leadership characteristics in terms of all dimensions of encouragement.

Finally, as a result of the frequency analysis conducted to determine the words that the provincial managers of the institution emphasized the most, it was seen that the words "we" (biz) and "our" (bizim) are frequently emphasized in parallel with the other results of the research. The findings of the study are consistent with the findings of Buil, Martínez and Matute (2019) and Maria, Yulianto, Palupiningtyas and Usodo (2021).

The average period of civil service of the provincial managers involved in the sample is 24 years; it is seen that the working periods of the institution are 13 years and the provincial management experience is 4 years. Although the periods of civil service and working periods are long in the same institution, there are also participants who are the provincial managers of the institution for a shorter period. This situation can be explained by the fact that the managers who serve the public for many years came to office with the influence of proactive personalities by showing the transformational leadership behavior and they want to realize some changes in their institutions.

The exhibition of transformational leadership behavior by the managers working in public sector can be a way for employees to improve their skills, self-competence and self-esteem. As transformational leaders can act as role models by setting an example for their followers and encouraging them to be creative. In addition, the proactive personality and transformational leadership

behavior of the managers will also contribute to the development of the proactive behavior of employees. For this reason, it may be suggested that public administrators should adopt a transformational leadership style in order to establish better relationships with employees by taking advantage of proactive personality traits and thus should support employees' proactive behaviors.

The basic limitation of this study is that the sample group is limited to public administrators in Hakkâri. Although the study has important consequences, it cannot be applied to all public organizations in Turkey or to organizations operating in the private sector. For this reason, it is thought that the studies carried out in different types of organizations and different occupational groups in the private sector as well as public sector organizations in different provinces will be beneficial.

This study is valuable in terms of drawing attention to the importance of proactive personality and transformational leadership in the public sector. In addition it is seen that there are studies in the literature mostly on the proactive personality of employees in the literature (Caniëls, Semeijn and Renders, 2018; Buil, Martínez and Matute, 2019; Mubarak, Khan, Yasmin and Osmadi, 2021; Yang, Chen, Zhao and Hua, 2020). The fact that this study was carried out on the executive sample makes it different. The findings of the study are expected to develop new insights that may be useful for future research by the management and organization literature researchers.

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GENİŞ ÖZET

Giriş

Bir örgüt için çalışanlarının etkin ve verimli çalışması esastır. Bu amaçla yapılan araştırmaların en önemli bölümünü çalışanların iş hayatındaki davranışlarına yönelik olanlar oluşturmaktadır. Bu çalışmalara göz gezdirildiğinde özellikle "kişilik" yapıları üzerinde yapılan çalışmaların hayli önem kazandığı görülmektedir. Bu sınıflandırmalardan biri olan proaktif kişilik yapısı da üzerinde çalışılan konulardan biri olmuştur. Proaktif kişilik, çalışanların kendilerini ve/veya çevrelerini etkilemek için yaptıkları ileriye dönük davranış özelliğidir (Grant ve Ashford, 2008: 8). Dönüşümcü liderlik ise liderlerin ve onu izleyenlerin daha yüksek seviyede moral ve motivasyon elde etmek için birbirlerine yardım ettikleri bir süreç olarak tanımlanmıştır (Burns, 1978: 20). Proaktif kişilik kavramı "dönüşümcü liderlik" kavramı ile önemli bir birliktelik oluşturmaktadır. Dönüşümcü liderler, proaktif kişilikte olduğu gibi çevrelerindeki statükodan hoşnut olmayan, onu değiştirmeyi isteyen ve bu istekleri de dışarıdan herhangi bir etki yerine sadece kendi duygularıyla harekete geçerek yapan bireylerdir. Grupların ve örgütlerin gelişimlerini artırırken aynı zamanda şahsi gelişimleri ve başarıları için kendilerini takip edenlerin arzularını onların amaç ve hedeflerine göre yükselten lider tipi olan dönüşümcü liderler (Bass vd., 1987: 74) bu fonksiyonlarını yerine getirirken bir anlamda proaktif davranış özellikleri göstermektedirler. Bu liderler dışarıdan kendilerine yönelik herhangi bir etki dışında sadece kendi içsel durumlarının onlara yaptığı etki ile harekete geçtiklerinden proaktif kişiliklerini de ortaya koymuş olmaktadırlar. Bu nedenle örgütlerin gelişimleri ve dönüşümleri açısından proaktiflik bir tercihten ziyade bir gereklilik olarak görülmektedir (Thomas vd., 2010: 275; Bergeron vd., 2014: 72). Buradan hareketle bu çalışmanın amacı, Hakkâri ilinde görev yapan kamu kurumu yöneticilerinin proaktif kişilik özelliklerinin dönüştürücü liderlik özellikleri üzerindeki rolünün araştırılmasıdır.

Yöntem

Literatürde proaktif kişilik ve dönüşümcü liderlik kavramlarını birlikte ele alan çalışmaların (Buil vd., 2019; Caniëls vd., 2017; Fuller vd., 2006; Maria vd., 2021; Pillai vd., 2003; Williams vd., 2010) genellikle özel sektör bağlamında olduğu görülmektedir. Oysa ki günümüzde kamu hizmetlerinin değişime ayak

uydurması ve vatandaşların menfaatine olacak şekilde geliştirilmesinde proaktif yöneticilere sahip olunması büyük önem arz etmektedir. Buradan hareketle araştırmanın evrenini; Hakkâri'deki kamu kurumlarının kurum il yöneticileri oluşturmaktadır. Araştırmanın örneklemini belirlemede amaçlı örnekleme yöntemi benimsenmiştir. Hakkari'de bulunan 19 kurum il yöneticisinden 8'i görüşme talebine yanıt vererek araştırmanın örneklemi oluşturmuştur. Hakkari'nin gelişime ihtiyaç duyan bir il olmasından dolayı değişime ve proaktif kişiliğe sahip yöneticilere yüksek oranda ihtiyaç duyulacağı gerekçesiyle araştırma örneklemi Hakkari'de görev yapan kurum yöneticileri olarak belirlenmiştir. Araştırma sorusu "Hakkari'de görev yapan kamu kurumu yöneticilerinin proaktif kişilik özelliklerinin dönüşümcü liderlik özellikleri üzerinde rolü var mıdır?" şeklinde belirlenmiştir.

Çalışmada nitel araştırma yöntemi kullanılarak Hakkâri'de görev yapan kurum il yöneticilerine yarı yapılandırılmış sorular yöneltilerek yüz yüze görüşmeler yapılmıştır. Görüşme soruları literatür taraması (Bateman ve Crant, 1993; Bass ve Avolio, 1995; Carless vd., 2000; Podsakoff, 1990; Seibert, 1999) sonucunda oluşturulmuştur. Ortalama görüşme süresi 53 dakika'dır. Veri toplama süreci Nisan 2022'de başlamış, Mayıs 2022'de sona ermiştir. Elde edilen veriler hiçbir değişiklik yapılmadan deşifre edilerek Nvivo 12 nitel veri analizi programına kaydedilmiş ve içerik analizi için hazırlanmıştır. İçerik analizinde literatürdeki boyutlar da dikkate alınarak belirlenen kodlar, benzerlik ve farklılıklarına göre bir araya getirilmiş ve temalar oluşturulmuştur. Son olarak ise ortaya konulan bulgular yorumlanarak birtakım sonuçlar elde edilmiştir.

Sonuç ve Öneriler

Analizler sonucunda örnekleme dâhil olan kurum yöneticileri kaynakları değerlendirerek ve inisiyatif alarak fırsat tanımlama davranışında bulunduklarını; mesleki ve kurumsal gelişim boyutunda proaktif kişilik sergilediklerini; niteliksel, fiziksel ve yapısal değişim gerçekleştirmede proaktif davrandıklarını ifade etmişlerdir. Ayrıca kurum yöneticilerinin çalışanları karar verme sürecine dâhil ederek ilham kaynağı oldukları, sahada bulunarak çalışanlara rol model oldukları, biz bilinci olgusunu vurgulayarak takım ruhunu geliştirdikleri, kişisel ihtiyaçlara duyarlı davranarak bireyselleştirilmiş ilgi gösterdikleri ve teşvik etme boyutlarında dönüşümcü liderlik özellikleri sergiledikleri tespit edilmiştir. Son olarak kurum yöneticilerinin en çok vurguladıkları kelimeleri tespit etmek amacıyla yapılan kelime frekans analizi sonucunda araştırmanın diğer sonuçlarıyla paralel şekilde "biz" ve "bizim" kelimelerinin sıklıkla vurgulandığı görülmüştür.

Kamu alanında görev yapan yöneticilerin proaktif kişiliğe sahip olarak dönüşümcü liderlik davranışı sergilemeleri çalışanların becerilerini ve yeteneklerini, öz yeterliliklerini ve öz saygılarını geliştirmelerinin bir yolu olabilir. Çünkü dönüşümcü liderler, takipçilerine örnek teşkil ederek ve onları yaratıcı olmaya teşvik ederek rol modelleri olarak hareket edebilirler. Ayrıca, yöneticilerin proaktif kişiliği ve dönüşümcü liderlik davranışı çalışanların proaktif davranışının gelişmesine de katkı sağlayacaktır.

Bu çalışmanın temel sınırlılığı, örneklem grubunun Hakkâri'deki kamu yöneticileri ile sınırlı olmasıdır. Çalışmanın önemli sonuçları olmasına rağmen, Türkiye'deki tüm kamu örgütlerine ya da özel sektörde faaliyet gösteren örgütlere uygulanamaz. Bu nedenle farklı illerdeki kamu sektörü örgütlerinin yanı sıra özel sektördeki farklı örgüt türlerinde, farklı meslek gruplarında yapılacak çalışmaların faydalı olacağı düşünülmektedir. Ayrıca, gelecekteki araştırmalarda örgütsel düzenlemeler, örgüt kültürü gibi farklı bağlamsal faktörler araştırmalara dâhil edilebilir.

Bu çalışma, kamu alanında proaktif kişilik ve dönüşümcü liderliğin önemine dikkat çekmesi açısından değerlidir. Çalışmanın bulgularının, yönetim ve organizasyon literatürü araştırmacılarının bu konuda gelecekte yapacakları araştırmalar için faydalı olabilecek yeni anlayışlar geliştirmesi beklenmektedir.