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## A research about the effect of the leadership qualities of public administrators on the motivation of the employees

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### Abstract

Public administration is the set of law, regulations and rules. Administrators are shaped and assigned in accordance with these variables. Though administration and leadership in public are regarded as very similar, they reflect different kinds of people and understanding. In recent times, administrator and leadership variables differ greatly and become subjects for analysis. In this research, the effect of different models of leadership and administrators on the motivation and job performance of the employees have been studied with a specific focus on public administration. In the research, firstly, frequency tables that indicate the distribution of socio economic characteristics of public employees were included. Then, every question that measures the effect of the administrators' leadership qualities on the employees' motivation and job performance were analyzed separately and frequency tables were formed. In the decoding process, the relationship between the leadership types and qualities that increase motivation and the socio demographic characteristics of the employees was examined. In this research, a questionnaire formed of 27 questions was used as a data collecting method. Before the application of the questionnaire, a short written notice was given to the participants about the aims of the study. In the questionnaire, questions measuring the demographic factors of the employees, the effect of the leadership qualities of the administrators on the motivation and job performance of the employees were used. The research was conducted in a big district of İstanbul, on 100 public employees who are single and married with an age range between 15-56. In this study about Public Administration and Motivation, The Effects of The Leadership Qualities of the Administrators on The Motivation and Job Performances of the Employees, SPSS 21.0 statistical method were used as the decoding method; in accordance with the conclusions drawn, some proposals were brought forward.

*Keywords:* Motivation, Performance, Leadership

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### 1. Introduction

Human beings live in a society. During this living, common goals and fate occurred; some people came to the fore and led the others. This leading was sometimes conducted by stronger or talented ones or dynasties and chosen people throughout the history. Thanks to the advancement in the technology and increase in the population, societies changed and developed, forming new administration models and administrator types. Administration styles and differing

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administration types have become a very important issue especially after the industrial revolution and this issue has been a topic of scientific discussion since 1830s.

Though administration and leadership are regarded as being very similar, they actually reflect the different understandings of administration and different human types. Nowadays, especially with the varying understandings of administrators and leadership, different administration styles have come to existence and thus, which administration style will be the most utilized has become an important research question. In this research, the effect of different leadership models on the motivation and job performances of employees were examined. The most effective powers that will increase the performance and job performances of the employees were discussed. The study was conducted on 100 employees working in public institutions. The sample of the study is the employees working in different public institutions in a district of Istanbul. In the research, firstly, frequency tables that indicate the distribution of socio demographic characteristics of public employees were included. Then, every question that measures the effect of the administrators' leadership qualities on the employees' motivation and job performance were analyzed separately and frequency tables were formed. In the decoding process, the relationship between the leadership types and qualities that increase motivation and the socio demographic characteristics of the employees was examined.

In this research, a questionnaire was used as a data collecting method. Before the application of the questionnaire, a short written notice was given to the participants about the aims of the study. A total of 27 questions were included in the questionnaire. In the questionnaire, questions measuring the demographic factors of the employees, the effect of the leadership qualities of the administrators on the motivation and job performance of the employees were used.

## **2. Literature Review**

### *2.1. Administration and Leadership*

Once we study the historical development of the concepts of administration and leadership, we can see that they often concentrate on the qualities of leadership, effective leader behaviors, and intercultural changes in leadership. If we attempt to define leadership, we observe that there are various definitions in very different and wide space in literature. In this section of the study, firstly, the definitions of leadership and administration were attempted to explain. Primarily, the definitions about these concepts were mentioned.

According to İncir, "The strategy of assigning the executives who are able to stimulate the motivation of the employees- in other words, leaders- to the administrative staff is an effective strategy in motivation management." (İncir, 2002: 71).

Nowadays, "the views indicating that leadership and administration are definitely different than each other, administration is about preserving and maintaining the present while leadership is about guiding and providing change gain importance." (Yüksek, 2005: 50). For this reason, it will be useful to mention the differences in the definitions of administration and leadership. To explain these concepts by İncir's words; "While the administrator quietly and calmly sets a target and explains it to the employees, the leader forms his vision that will make him effective for a long time and shapes it in a colorful and persuasive way, then explains it to the employees and share his enthusiasm. The administrator distributes tasks to the employees according to their present abilities, while the leader gives new responsibilities to the employees and makes them gain new abilities. The administrator controls the employees constantly while the leader develops the employees' abilities and motivates them, thus creating a self-control process.

### *2.2. The Qualities of the Administrator*

Specific qualities looked in the administrators who will work in certain levels in the administration varies according to the needs of the job in every institution and every level. However, there are basic qualities which every administrator shall have. This is because in the administration process, a bad administrator can't bring success regardless of the success of the resources, work force, and labor. "Even though the resources and opportunities are the same, the success gained in the administration varies in accordance with the abilities and qualities of the administrators" (Aytürk, 1999: 4). Actually at this point, if we look at the qualities of a successful leader, we see that in a common ground, the leader is the person who gathers the people around the common goals of the institution,

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