

## PAPER DETAILS

TITLE: EXAMINING THE EFFECTS OF EMPLOYEES' VISIONARY LEADERSHIP PERCEPTIONS  
ON ORGANIZATIONAL AGILITY WITH STRUCTURAL EQUATION MODEL: A RESEARCH IN  
AVIATION SECTOR

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-RESEARCH ARTICLE-

**EXAMINING THE EFFECTS OF EMPLOYEES' VISIONARY  
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**Abstract**

*Visionary leaders are leaders who shape the future in the direction of their goals and realize their attitudes and actions in this direction. In this situation visionary leaders struggle to obtain positive outputs from the internal and external environment of the organization, especially in a framework required by continuous change, which is a necessity of the time. One of these positive outcomes is organizational agility. The aim of this study is to illuminate the effect of visionary leadership behavior, one of the modern leadership theories that emerged together with the necessities of the time, on organizational agility. The research was performed on 308 non-managerial white-collar employees working in aircraft leasing companies operating within the structure of general aviation organizations throughout Turkey. Questionnaires were conducted by face-to-face interview method. In the study firstly, the "Visionary Leadership Scale" measured by Sashkin (1996) and transformed into Turkish scale by Tanribil (2015), and also, "Organizational Agility Scale" measured by Sharifi and Zhang (1999) and transformed into Turkish scale by Akkaya and Tabak (2018) were used. Analysis results were created using SPSS 23 and Amos 24 applications. In this context in the study, frequency analysis, factor analysis, and reliability analysis, descriptive statistics, and correlation analysis were applied. Additionally, Structural Equation Models (SEMs) analysis was used to test the confirmatory factor analysis, goodness of fit values and coefficients values related to the variables. The research findings showed that visionary leadership and organizational agility has a positive and significant relationship. In addition, a partial effect of visionary leadership on organizational agility was found. Regarding the sub-dimensions, it was determined that communication and risk have effects on flexibility; communication, risk, respect, and focus have effects on response; reliability, respect, and focus have effects on competence; and risk and focus have effects on speed.*

**Keywords:** Leadership, Visionary Leadership, Organizational Agility, Aviation Sector, Structural Equation Model.

**JEL Codes:** M10, M12, M19

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## ÇALIŞANLARIN VİZYONER LİDERLİK ALGILARININ ÖRGÜTSEL ÇEVİKLİK ÜZERİNDEKİ ETKİSİNİN YAPISAL EŞİTLİK MODELİ İLE İNCELENMESİ: HAVACILIK SEKTÖRÜ ÜZERİNE BİR ARAŞTIRMA<sup>2</sup>

### Öz

*Vizyoner liderler, hedefleri doğrultusunda geleceği biçimlendiren ve bu doğrultuda tutumlarını ve hareketlerini gerçekleştiren liderlerdir. Bu durumda, vizyoner liderler özellikle çağımızın bir ihtiyacı olan sürekli değişimin gerektirdiği bir çerçevede örgütün iç ve dış çevresinden olumlu çıktılar alması için bir mücadele halindedirler. Bu olumlu çıktılardan birisi de örgütsel çeviklik. Çağımızın gereklilikleri ile birlikte ortaya çıkan modern liderlik kuramları içinde yer alan vizyoner liderliğin örgütsel çeviklik üzerindeki etkisini bulmak bu çalışmada temel amaç olarak belirlenmiştir. Araştırma, Türkiye genelinde faaliyet gösteren genel havacılık işletmeleri bünyesinde yer alan hava aracı kiralama firmalarında görev yapan ve yönetici pozisyonunda olmayan 308 beyaz yakalı çalışan üzerinde yapılmıştır. Anketler yüz yüze görüşme yöntemi ile uygulanmıştır. Araştırmada öncelikle, Sashkin (1996)'ın geliştirdiği ve Tanrıbil (2015) tarafından Türkçe ölçeğine dönüştürülen “Vizyoner Liderlik Ölçeği” ve ayrıca Shariği ve Zhang (1999)'ın geliştirdiği ve Akkaya ve Tabak (2018) tarafından Türkçe ölçeğine dönüştürülen “Örgütsel Çeviklik Ölçeği” kullanılmıştır. Analiz sonuçları SPSS 23 ve Amos 24 uygulamaları kullanılarak oluşturulmuştur. Bu kapsamda araştırmada, frekans analizi, faktör analizi ve güvenirlik analizi, tanımlayıcı istatistikler ve bunun yanında korelasyon analizi uygulanmıştır. Bunlara ek olarak, doğrulayıcı faktör analizi, iyi uyum değerleri ve değişkenler ile ilgili katsayı değerlerini belirlemek için Yapısal Eşitlik Modeli (YEM) analizi kullanılmıştır. Araştırmanın bulguları vizyoner liderlik ile örgütsel çevikliğin olumlu yönde anlamlı bir ilişkisi olduğunu göstermiştir. Buna ek olarak, vizyoner liderliğin örgütsel çeviklik üzerindeki etkisinin kısmi olduğu bulunmuştur. Ayrıca, alt boyutlar ile ilgili olarak iletişimin ve riskin esneklik üzerine; iletişimin, riskin, saygının ve odağın cevap verme üzerine; güvenirliğin, saygının ve odağın yetkinlik üzerine; riskin ve odağın hız üzerine etkileri olduğu saptanmıştır.*

**Anahtar Kelimeler:** Liderlik, Vizyoner Liderlik, Örgütsel Çeviklik, Havacılık Sektörü, Yapısal Eşitlik Modeli.

**JEL Kodları:** M10, M12, M19

“Bu çalışma Araştırma ve Yayın Etiğine uygun olarak hazırlanmıştır.”

<sup>2</sup> Genişletilmiş Türkçe Özet, makalenin sonunda yer almaktadır.

## 1. INTRODUCTION

Many leadership approaches have emerged from the period after the industrial revolution to the present age. In fact, the needs of organizations and studies in the management field have shown over time that traditional leadership approaches are insufficient. In this context, emerging modern leadership approaches are shaped as approaches that give particular importance to the talents and performances of leaders in today's organizations and increase the efficiency and productivity of the organization (Sabuncuoğlu & Tüz, 2008: 214; Turner & Baker, 2018; as cited in Perera et al., 2021: 20). In this context, emerging modern leadership approaches have brought the leadership characteristics to the next level and increased the importance of leaders for organizations. Within this scope, visionary leadership behavior that emerged in the 1990s is one of the modern leadership approaches. In general, leaders with visionary leadership characteristics are divided into two parts as positive and negative visionary leaders. Throughout the world history, there are many names with visionary leadership characteristics, especially Mustafa Kemal Atatürk. However, there are also names with negative visionary leadership characteristics, such as Adolf Hitler (Eranıl, 2018: 527). Visionary leadership is firstly concerned with the leader's ability to direct people within the framework of the vision determined by him (Doğan, 2016; as cited in Buyrukoğlu & Şahin, 2022: 70). Visionary leaders are leaders who shape the future in the direction of their goals and realize their attitudes and actions in this direction (Ersan, 2020: 60). Visionary leaders struggle to obtain positive outputs from the internal and external environment of the organization, especially in a framework required by continuous change, which is a necessity of the time. One of these positive outcomes is organizational agility. Organizational agility is related to the ability of organizations to change the business processes, organizational resources, and organizational strategies within the organization against change as a result of adopting this change and adapting to the change (Overby et al., 2006; as cited in Felipe et al., 2017: 4). In brief, organizational agility can be expressed as an organization's ability to quickly overcome and adapt to unpredictable internal and external change (Kettunen, 2009). Visionary leaders endeavor to achieve the organization's mission and vision in the best manner. It plays a significant role in the performance and success of changing organizations. In this direction, successful organizations can adapt better by increasing their organizational agility in participation in the change process created by internal and external environmental conditions through visionary leadership behavior. Especially in the literature, the connection of visionary leadership with intra- and extra-organizational variables is limited to certain organizational behaviors. According to the study, the interaction between visionary leadership behavior and the perception of organizational agility, which has been studied in a limited number before, was examined. As a result, it is aimed to investigate the effect of visionary leadership on organizational agility within the context of general aviation organizations, which has not been researched in the literature. With this study, it is thought that important data will be obtained to find how the effect of visionary leadership on organizational agility increases the positive perceptions of employees and the effect of the environment on the organization, and the positive outputs that these perceptions bring to the organization. In this context, the study was performed

as follows: Firstly, the concepts of visionary leadership and organizational agility and the relations between them were tried to be explained. After that, the methodology of the study is elaborated and the research results were examined. Then, discussion of the study is elaborated. Finally, the conclusions are submitted, and suggestions and evaluations are made for managers, business people, and researchers.

### 1.1. Visionary Leadership

The concept of visionary leadership was suggested by Sashkin (1988). This concept was developed by Bennis and Nanus (1994) and Kouzes and Posner (1997) (as cited in Akın & Oğuzhan, 2022: 2260). According to Çelik (1997), visionary leadership can be expressed as the ability to create and communicate visions that can collectively influence and mobilize people (Çelik, 1997: 470). A visionary leader is a person who shapes the future together with his employees in the direction of the goals of the organization and who can inspire and motivate them (Küçük & Demirtaş, 2016; as cited in Ersan, 2020: 60). In other words, a visionary leader is the one who shapes the future in the direction of his goals and realizes his attitudes and actions in this direction (Ersan, 2020: 60). Visionary leadership is the ability to create a consistent, appropriate, confidential, attractive future vision for the whole or a part of the organization and to express this vision (Tekin & Ehtiyar, 2011: 4010). According to some researchers, visionary leadership is especially influential in establishing trust in new organizations, accommodating employees, improving motivation, increasing employee loyalty, and increasing the performance levels of employees (Zhu et al., 2005; as cited in Nwachukwu et al., 2017: 1304).

The creative skills of visionary leaders are at the forefront. These leaders are smart, patient, strong, reliable, and have a sincere attitude toward other individuals. Additionally, they are people, who have a good command of the language, convey their feelings accurately, are good listeners, can be able to coach, are consistent in their words, and come to the fore with their self-sacrifice. In addition to this, visionary leaders have the ability to see the future and accordingly, they can create a vision and guide other individuals (Sashkin & Sashkin, 2003). There are certain characteristics defining visionary leaders. These characteristics are as follows; (a) the leader shapes the future with his employees, (b) the leader attaches importance to the organizational culture and spreads it throughout the organization, (c) the leader and employees do their duties together in the direction of the goals of the organization, (d) the leader is open to development and change in the direction of organizational goals, and tries to realize these facts. According to the literature, there are five sub-dimensions that make up visionary leadership. The first of these dimensions, communication, is related to the communication skills of the leader. Reliability relates to the leader's level of trust. Risk is related to the leader's inability to feel uneasy about ambiguous situations or factors. Respect is about the leader being respectful to the strengths, efforts, thoughts, and feelings of his employees. Focus is related to the leader's ability to focus on what the employees say and to clearly explain what the leader wants to say (Sashkin, 1996; Sashkin, 1987: 23).

## 1.2. Organizational Agility

The concept of organizational agility started to be referred to in the early 1990s (Stekelenburg, 2012: 12). The concept of agility, which was first used for manufacturing organizations, has emerged as a concept that has started to be used in the production of products and services in the process of time (Basri & Zorlu, 2020: 152). Organizational agility can be defined as the integration of organizations into the changes that occur in and around them and their ability to survive with structuring actions in this change (Güneş, 2021: 3). In other words, we can express organizational agility as the ability of the organization to bring the management culture of the organization to the next level in a constantly and rapidly developing dynamic environment and to achieve its organizational objectives by improving its products and services and increasing organizational knowledge (Özeroğlu, 2019: 26). Essentially, organizational agility is the situation in which organizations perceive and adapt to change along with the capacity to change business processes, organizational resources, and organizational strategies in the face of change (Overby et al., 2006; as cited in Felipe et al., 2017: 4). In short, organizational agility is the ability of an organization to quickly overcome and adapt to internal and external change that is unanticipated by the organization (Kettunen, 2009: 409).

Organizations that attach importance to organizational agility are ready to improve themselves, change, and compete (Prahalad, 2009; Sambamurthy et al., 2003; as cited in Wang et al., 2019: 3). Agility contains some main factors and there are four sub-dimensions that constitute organizational agility. Among these dimensions, competence is the ability of organizations to realize their goals, activities, capacities, and capabilities as efficiently as possible (Dove, 1996; Kidd, 1995; as cited in Zhang & Sharifi, 2000: 496; Sherehiy et al., 2007: 457; Güneş, 2021: 8). Flexibility is the capacity of leaders to benefit from different processes and alternatives while providing organizational agility in line with organizational goals (Shahaei, 2008: 17; as cited in Akkaya & Tabak, 2018: 188). The response is expressed as the speed of reaction to the signs of environmental change (Zaheer & Zaheer, 1997: 1496; as cited in Akkaya & Tabak, 2018: 187). Finally, speed is related to the fact that organizations are faster than their competitors in the process of presenting their products and services (Sherehiy et al., 2007: 457; Güneş, 2021: 7).

## 1.3. The Relationship between Visionary Leadership and Organizational Agility and Hypotheses

In order to survive and develop in a competitive environment, organizations need leaders who can see the future in the direction of organizational goals and act accordingly. Visionary leaders, who are one of such leaders, can develop forward-looking strategies, motivate employees and lead in creating vision and mission, understand competition and risk factors and turn them into positive ones, and can be role models for employees (Robbins, 2000; as cited in Kartal & Yıldırım, 2022: 199).

Especially when communicating with their employees, visionary leaders use clear and understandable language, keep their promises, and are reliable. Visionary leaders are

also open to uncertainty, willing to take risks, and appreciate new ideas and projects. In addition, these types of leaders appreciate the efforts of their employees, respect their strengths, hold other individuals in high esteem, listen carefully to others, are successful in drawing attention to their own words, and attach importance to the focus of the employees in group work (Sashkin, 1996). It increases the power of visionary leaders to influence their employees and external customers. Accordingly, when changes occur, the leader can positively affect the organizational agility perception of the employees related to the ability of the organization to adapt to change by influencing others. In terms of organizational agility, leaders who use their personal capacity highly for change are significant for organizations to have a good level of organizational agility (Cardoza, 2015). In addition to this, visionary leaders have the ability to respond by restructuring all processes and situations. In this case, the capacity of organizations to change business processes, organizational resources, and organizational strategies against change occurs through the efforts of visionary leaders. Organizational agility, which is related to perceiving and adapting to change, can be supported together with this situation (Overby et al., 2006; as cited in Felipe et al., 2017: 4). This situation highly affects the perception of organizational agility, which is related to the ability to act quicker than its competitors (Güneş, 2021: 7).

In an organization where visionary leadership is intense, positive outputs can be achieved in the organization by increasing the organizational agility perceptions of the employees. In this context, employees' perceptions about the organization may also increase positively with the increase in the visionary leadership behaviors of the managers. In particular, the ability of managers to communicate correctly, be reliable, be respectful, be able to focus, and take risks can increase the organizational agility perceptions of employees about the organizational competence of the organization, the organization's flexibility, the organization's response to changing conditions, and its speed. The visionary leader's positive work in the organization plays an important role in the development of the organization and in bringing it to the next level than its current situation (Yeşil, 2013; as cited in Buyrukoğlu & Şahin, 2022: 71).

In literature, several studies have been found about the variables. Accordingly, Aktaş (2021) stated in his study that visionary leadership positively affects organizational agility. Ozeroglu and Kocyigit (2020) mentioned that visionary leadership has a positive effect on organizational agility. Finally, Tamer (2021) stated in his study that visionary leadership positively affects organizational agility.

In the study, the research hypotheses were found to determine the relationship between visionary leadership and organizational agility and the effect of the visionary leadership sub-dimensions on the organizational agility sub-dimensions. The research includes two main hypotheses. Five sub-hypotheses are belonging to the second hypothesis. The hypotheses that will be tried to be tested in the direction of the purpose of the research are as follows:

H<sub>1</sub>: There is a statistically positive and significant relationship between visionary leadership and organizational agility perception.

H<sub>2</sub>: The perception of visionary leadership has a significant effect on the perception of organizational agility.

H<sub>2a</sub>: Communication has a significant effect on the sub-dimensions of organizational agility perception.

H<sub>2b</sub>: Reliability has a significant effect on the sub-dimensions of organizational agility perception.

H<sub>2c</sub>: Risk has a significant effect on the sub-dimensions of organizational agility perception.

H<sub>2d</sub>: Respect has a significant effect on the sub-dimensions of organizational agility perception.

H<sub>2e</sub>: Focus has a significant effect on the sub-dimensions of organizational agility perception.

## **2. METHODOLOGY**

### **2.1. Purpose of the Research**

The purpose of this study is to determine the impact of visionary leadership behaviors on organizational agility in general aviation organizations. In this case, an attempt was also made to reason about the impact of perceptions of visionary leadership behavior by employees working in general aviation organizations on perceptions of organizational agility. It is expected the contribution of research findings to the national and international literature since there is no study conducted in general aviation organizations on this subject. In this context, 308 non-managerial white-collar employees working in aircraft leasing companies operating within the structure of general aviation organizations throughout Turkey were research subjects.

### **2.2. Research Method**

#### *2.2.1. Research Population and Sample*

A simple random sampling method was used to meet the criteria identified in the study. The research population consists of non-managerial white-collar employees working in aircraft leasing companies operating within the structure of general aviation organizations throughout Turkey. The research population consisted of approximately 1000 white-collar employees. In addition, the research sample consisted of 308 white-collar employees selected from this population by simple random sampling. It is confirmed that the size of the sample of people used in the study is appropriate with a margin of 5% at a limit level of 95% confidence (Ural & Kılıç, 2005: 43).

#### *2.2.2. Data Collection Tools of the Research*



The research used the survey method and the data was collected in face-to-face data collection technique. The approval of the ethics review committee for the survey and the research method was obtained thanks to the provision of Selcuk University, Scientific Ethics Review Committee, dated 02.05.2023, and numbered 05/87. Since the data of three questionnaires out of 311 questionnaires applied with the simple random sampling method were completed incorrectly and incompletely, only 308 questionnaires were handled. In the first section, the questionnaire consist of demographic characteristics with 6 items. In the second section, "Visionary Leadership Scale" measured by Sashkin (1996) and transformed into Turkish scale by Tanrıbil (2015) was used. In the last section, "Organizational Agility Scale" measured by Sharifi and Zhang (1999) and transformed into Turkish scale by Akkaya and Tabak (2018) was used. The questionnaires were conducted with a 7-point Likert-type questionnaire. Finally, analysis results were created using SPSS 23 and Amos 24 applications.

### 3. RESULTS

#### 3.1. Demographic Characteristics

In this part, the various situations were examined. 12.66% (39) of the employees are female, and 87.34% (269) are male. Married employees are 63.64% (196), and single employees are 36.36% (112). According to distribution of the participant's age; most of the participants [27.27% (84)] were between 31-35 years old while at least of them [6.17% (19)] were 46 years old and above. In addition, most of the participants [51.62% (159)] were bachelor graduates while at least of them [4.22% (13)] were master/Ph.D. graduates. Most of the participants [27.27% (84)] were work between 6-10 years, while at least of them [6.82% (21)] were work 21 years and above. Finally, most of the participants in the total employment period [25.64% (79)] were work between 6-10 years, while at least of them [7.80% (24)] were work 21 years and above.

#### 3.2. Validity and Reliability Analysis

Exploratory and confirmatory factor analyzes were used to determine the validity and reliability values (Gürbüz & Şahin, 2018: 342; Byrne, 1998). First of all, exploratory factor analysis, which was performed with the Varimax rotation method and the principal components method, was applied in the analyses. Then, confirmatory factor analysis was carried out through the maximum likelihood technique. In addition, the goodness of fit values was viewed to retest the factor structure (Hoyle, 1995; Raykov & Marcoulides, 2000).

The factor loadings of the VL1 and VL25 items of visionary leadership were less than 0.30, and these items were loaded on more than one factor, confirmatory factor analyzes were examined (Ocak, 2020: 24). In the confirmatory factor analysis, it was observed that the VL1 and VL25 items did not comply with the standard regression coefficient, and the values were low (Gürbüz & Şahin, 2018: 320). These items were also removed from the scale because they reduced the goodness of fit values. Since the factor loadings of the OG4 items of organizational agility was less than 0.30, loaded on more than one

factor, and remained below the standard eigenvalue, confirmatory factor analyzes were examined (Ocak, 2020: 24). In the confirmatory factor analysis, it was seen that the OG4 item did not comply with the standard regression coefficient and the values were low. This item was not included in the scale as it reduced the goodness of fit values (Gürbüz & Şahin, 2018: 320; Gürbüz, 2019: 34).

While the visionary leadership scale has a factor-loading distribution between 0.413 and 0.881, the organizational agility scale has a factor-loading distribution between 0.402 and 0.876. In this case, factor loadings are acceptable as they exceed 0.30 (Tabachnick & Fidell, 2013: 68). Visionary leadership is 0.832 for KMO value, and the Bartlett test level is ( $p=.000<.05$ ), organizational agility is 0.754 for KMO value, and the Bartlett test level is ( $p=.000<.05$ ), so they're significant (Kalaycı, 2010). In addition, visionary leadership has been grouped under five dimensions with eigenvalues greater than one, and organizational agility under four dimensions with eigenvalues greater than one (Gürbüz & Şahin, 2018: 329). The Cronbach alpha reliability coefficient for the scales is above 0.70, and while it is 0.802 for visionary leadership, it is 0.764 for organizational agility (Flynn et al., 1990, Jonsson, 2000: 1455; Kayış, 2010). Finally, the total variance explained for the scales is above 0.50 and is 58.431% for visionary leadership, while it is 53.426% for organizational agility. The values are acceptable (Ocak, 2020: 23).

According to confirmatory factor analysis on visionary leadership was determined that VL4-VL5 items in the fit indices of visionary leadership greatly increased the Chi-square value. In this case, these items have been modified to provide a better fit for CFI and GFI. And also, confirmatory factor analysis values ranged between 0.51 and 0.73. Factor loadings exceeding 0.40 are considered acceptable (Hair et al., 1998: 89). Additionally in confirmatory factor analysis on organizational agility, values vary between 0.59 and 0.83. Factor loading values greater than 0.40 are sufficient (Hair et al., 1998: 89). In addition, the fitting of the model to the data is provided by evaluating various fit indices (Meydan & Şeşen, 2015: 31). Structural equation model analyzes actually provide some evaluation criteria, namely fit indexes, about "fitting" of the model to the data (Hoyle, 1995; Pedhazur & Kerlinger, 1997; Raykov & Marcoulides, 2000; as cited in Meydan & Şeşen, 2015: 31). According to Table 1, goodness-of-fit values are presented.

**Table 1. Goodness of Fit Values for Variables**

Scales	$\Delta X^2/df$	GFI	CFI	NFI	RMSEA
Visionary Leadership	3.431	0.911	0.925	0.918	0.068
Organizational Agility	3.356	0.936	0.914	0.893	0.074
Good Fit	$0 \leq \Delta X^2/df \leq 3$	$0.90 \leq GFI \leq 1.00$	$0.90 \leq CFI \leq 1.00$	$0.95 \leq NFI \leq 1.00$	$0 < RMSEA < 0.05$
Acceptable Fit	$3 < \Delta X^2/df \leq 5$	$0.80 \leq GFI < 0.90$	$0.85 \leq CFI < 0.90$	$0.80 \leq NFI < 0.95$	$0.05 < RMSEA < 0.08$

Source: Simon et al., 2010

In Table 1, goodness-of-fit values for visionary leadership were found to be acceptable for  $\Delta X^2/df$  (3.431), NFI (.918), and RMSEA (.068), and had a good fit for GFI (.911) and CFI (.925). Goodness-of-fit values for organizational agility were found to be acceptable for  $\Delta X^2/df$  (3.356), NFI (.893), GFI (.897), and RMSEA (.074) and had a good fit for CFI (.914). In this context, fit values for visionary leadership and organizational agility are at an acceptable level (Simon et al., 2010: 239).

### 3.3. Descriptive Statistics and Correlation Analysis

In this part, descriptive statistics were analyzed and correlation analysis was performed to determine the relationship between visionary leadership and organizational agility (Büyükoztürk et al., 2018: 75). In table 2, descriptive statistics and correlation analysis of the variables are shown.

**Table 2. Descriptive Statistics and Correlation Analysis**

Scales	$\bar{X}$	S.D.	1	2	3	4	5	6	7	8	9	10	11
1. Visionary L.	5.38	1.17	1										
2. Communication	4.89	.86	.225**	1									
3. Reliability	5.02	.95	.374**	.256**	1								
4. Risk	6.14	1.12	.363**	.268**	.357**	1							
5. Respect	5.37	1.23	.147**	.159**	.436**	.051	1						
6. Focus	6.03	.84	.257**	.158*	.169**	.367**	.270**	1					
7. Org. Agility	5.36	.94	.424**	.144*	.257*	.045	.356**	.359**	1				
8. Competence	5.32	.84	.303**	.082	.431**	.310*	.092	.312**	.352**	1			
9. Flexibility	6.04	1.26	.498**	.347**	.269**	.507**	.138**	.185*	.037	.389**	1		
10. Response	5.36	1.04	.031	.475**	.036	.418*	.363**	.517**	.261**	.056	.041	1	
11. Speed	4.97	.88	.073	.431**	.329**	.473*	.328**	.089	.074	.328**	.330**	.463**	1

\*  $p < .05$  and \*\*  $p < .01$   
 Visionary Leadership and its Sub Dimensions (Min.-Max.): Skewness= -.464; -.482; Kurtosis= .529; .641  
 Organizational Agility and its Sub Dimensions (Min.-Max.): Skewness= -.523; -.622; Kurtosis= .636; .665

As is seen in Table 2, the mean of risk (6.14), flexibility (6.04), and focus (6.03) were determined as the highest values. The mean of communication (4.89), speed (4.97), and reliability (5.36) were determined as the lowest values. Moreover, skewness values for visionary leadership and its sub-dimensions are skewed to the left, and their skewness values range between -.464 and -.482. Kurtosis values for visionary leadership and its sub-dimensions also range between +.529 and +.641. The skewness values for organizational agility and its sub-dimensions are skewed to the left, and their skewness values range between -.523 and -.622. Moreover, kurtosis values for organizational agility and its sub-dimensions range between +.636 and +.665. In this direction, skewness and kurtosis coefficients are accepted for the test of normality (Awang, 2015).

As a result of the correlation analysis in Table 2, there is a positive, significant, and moderate relationship between independent variable and dependent variable ( $r=.424$ ;  $p<.05$ ). Therefore, the H1 hypothesis was accepted. As it is seen in Table 2, the highest relationship is between focus and response ( $r=.517$ ;  $p<.05$ ).

### 3.4. Structural Equation Model Related to the Effects of Variables

In this part, the analysis will be performed to test the goodness-of-fit values and the accuracy of the hypotheses. Goodness-of-fit values had a good fit for CFI (.913). In addition, goodness-of-fit values for values were found to be acceptable for  $\Delta X^2/df$  (3.462), GFI (.894), NFI (.937), and RMSEA (.068). As a result, the goodness-of-fit values of the scale are acceptable to explain the research data (Simon et al., 2010: 239). According to the variables, in Table 3 structural equation model coefficients are presented.

**Table 3. Structural Equation Model Coefficients**

Dependent Variable		Independent Variable	Std. $\beta$	Std. Error	C.R.	P	R <sup>2</sup>
Competence	<—	Communication	.091	.081	1.124	.218	.23
Flexibility	<—	Communication	.452	.070	6.457	.008	.37
Response	<—	Communication	.431	.077	5.598	.032	.34
Speed	<—	Communication	.326	.091	3.590	.354	.19
Competence	<—	Reliability	.426	.068	6.268	.031	.43
Flexibility	<—	Reliability	.382	.076	5.029	.168	.24
Response	<—	Reliability	.094	.062	1.517	.159	.22
Speed	<—	Reliability	.075	.088	0.086	.315	.19
Competence	<—	Risk	.115	.064	1.796	.121	.25
Flexibility	<—	Risk	.532	.063	8.445	.030	.41
Response	<—	Risk	.475	.059	8.056	.018	.43
Speed	<—	Risk	.417	.068	4.207	.033	.46
Competence	<—	Respect	.426	.061	6.984	.021	.38
Flexibility	<—	Respect	.075	.084	0.898	.362	.16
Response	<—	Respect	.539	.084	0.652	.008	.37
Speed	<—	Respect	.379	.096	3.947	.071	.39
Competence	<—	Focus	.544	.080	6.801	.006	.33
Flexibility	<—	Focus	.391	.094	4.162	.073	.36
Response	<—	Focus	.538	.079	6.919	.007	.31
Speed	<—	Focus	.483	.058	8.326	.002	.35

According to Table 3, it was found that communication ( $\beta = .452$ ,  $p = .008$ ) had a major and positive effect on flexibility at  $p = 0.01$  level. Additionally, it was found that communication explained 37% of flexibility. It was determined that communication ( $\beta = .431$ ,  $p = .032$ ) had a major and positive effect on response around  $p = 0.05$ . In addition to this, it was found that communication explained 34% of the response. It was found that the reliability ( $\beta = .426$ ,  $p = .031$ ) had a significant and positive effect on the competence around  $p = 0.05$ . In addition to this, it was found that reliability explains 43% of competence. It was found that risk ( $\beta = .532$ ,  $p = .030$ ) had a meaningful and positive effect on flexibility around the  $p = 0.05$  level. In addition to this, it was found that risk express 41% of flexibility. It was found that the risk ( $\beta = .475$ ,  $p = .018$ ) had a major and positive effect on response around the  $p = 0.05$  level. In addition to this, risk explained 43% of the response. It was found that the risk ( $\beta = .417$ ,  $p = .033$ ) had a meaningful and positive effect on the speed at the level of  $p = 0.05$ . In addition to this, it was found that the risk explains 46% of the speed. It was found that respect ( $\beta = .426$ ,  $p = .021$ ) had a meaningful and positive effect on competency around  $p = 0.05$ . In addition to this, was also found that respect explains 38% of competence. It was found that respect ( $\beta = .539$ ,  $p = .008$ ) had a significant and positive impact on response around the  $p = 0.01$  level. In addition to this, it was found that respect explained 37% of the response. It was determined that the focus ( $\beta = .544$ ,  $p = .006$ ) had a significant and positive effect on the level of competence around  $p = 0.01$ . In addition to this, it was found that the focus expresses 33% of the competency. It was found that the focus ( $\beta = .538$ ,  $p = .007$ ) had a significant and positive effect on response around the  $p = 0.01$  level. In addition to this, it was found that focus explained 31% of the response. It was found that the focus ( $\beta = .483$ ,  $p = .002$ ) had a meaningful and positive effect on the speed around  $p = 0.01$ .

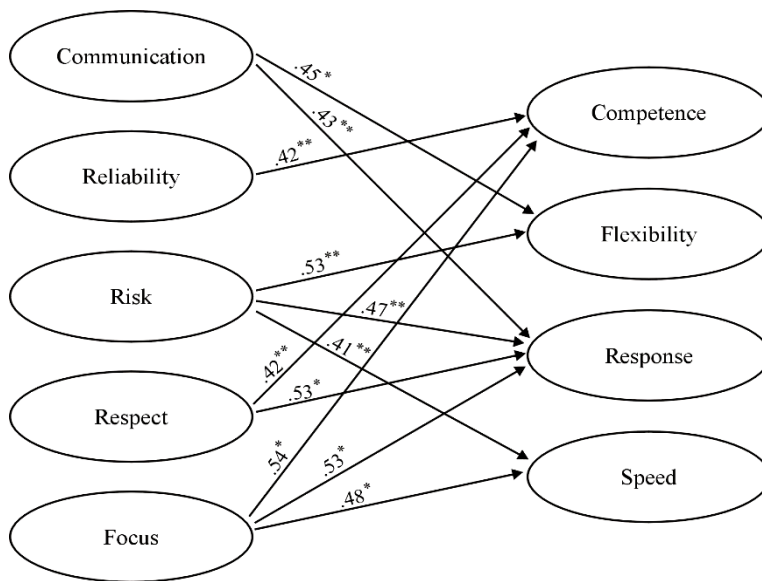


Figure 1. Structural Equation Model Results

According to Figure 1, it was showed all the variables. In this case, hypotheses H<sub>2a</sub>, H<sub>2b</sub>, H<sub>2c</sub>, H<sub>1d</sub>, and H<sub>2e</sub> were partially accepted. Accordingly, the H2 hypothesis was also partially accepted.

#### 4. DISCUSSION

As a result of the research, it was assigned that there is a positive and significant relationship between visionary leadership and organizational agility perception related to the hypotheses, and that visionary leadership has a partial impact on organizational agility perception. It may be because visionary leadership, which attaches importance to the development and success of the employees by keeping distinctive personality traits in the foreground, provides positive organizational outputs and positively affects the organizational agility perception of the employee. It was found that communication, one of the sub-dimensions, has a significant and positive effect on flexibility. It may be because the organization creates the perception that it has flexibility on employees within the scope of human policies, as a result of the manager's ability to communicate with employees and other individuals in plain language and to express complex ideas appropriately. It was determined that communication has a meaningful and positive effect on response. This may be because of the perception that employees can respond quickly to changes in the needs and preferences of the organization, and that their ability to overcome innovations quickly and on time is higher than that of competing organizations as a result of the manager's use of a simple communication style while communicating with his employees, and the revelation of the ability to explain complex ideas simply. In addition, it was found that reliability had a significant and positive effect on competence. It may be because the organization has a strategic vision that will achieve its long-term goals and also creates a perception that the organization attaches importance to providing for and improving the environment of its employees, as a result of the manager's reliability and honor. It was determined that risk has a significant and positive effect on flexibility. It may be because of the employee's perception that the organization has the flexibility to provide different services to the public and to produce different amounts of service, as a result of the willingness of managers to take risks and their easiness about the possibility of failure. It was determined that risk has a meaningful and positive effect on response. It may be because of the employee's perception that the organization feels the direction of change within the scope of environmental change and is prepared for these changes as a result of the willingness of managers to take risks and the generation of excitement and determination to work in terms uncertainties about the future. It was found that risk has a significant and positive effect on speed. It may be because of employees' perception that the organization is faster in service processes than its competitors and that they act quickly in offering new services, as a result of the willingness of managers to take risks and the generation of excitement and determination to work in terms uncertainties about the future. It was found that respect has a significant and positive effect on competence. It may be because of the perception of the employees that the organization has expert and authorized human resources and attaches importance to providing and developing an intra-organizational

and extra-organizational cooperation environment as a result of the awareness of the manager about his importance to the organization and respecting the strengths and efforts of others. It was determined that respect has a meaningful and positive effect on response. It may be because of the perception by employees that the organization has the ability to respond quickly to changes in the needs and preferences of the public as a result of the fact that the manager makes employees feel that he cares about them in his relations with them and is respectful to their feelings and thoughts. It was determined that the focus has a significant and positive effect on competence. It may be because of the perception of the employees that the organization attaches importance to providing and developing a collaborative environment as a result of the fact that the manager listens carefully when talking to people and that other people understand what the manager wants to say without any difficulty. It was found that the focus has a meaningful and positive effect on response. It may be because of the employee's perception that the organization has the ability to respond quickly to changes in the needs and preferences of the public and that it feels the direction of change within the scope of environmental change and is prepared for these changes as a result of the manager enabling the employees to focus on important issues during group work. It was determined that the focus has a meaningful and positive effect on the speed. It may be because of employees' perception that the organization is faster in service processes than its competitors and that they act quickly in offering new services as a result of the manager enabling the employees to focus on important issues during group work.

Several studies have been found in the literature on the effect of visionary leadership on organizational agility. Accordingly, in the study titled "*The effect of visionary leadership and innovative human resources management practices on organizational agility: A Research on defense industry*" conducted by Aktaş (2021) with 498 white-collar personnel and team leaders working in organizations operating in the defense industry, it was determined that visionary leadership positively affects organizational agility. In addition, as per the sub-dimensions of visionary leadership, it is remarkable that communication and risk have a significant effect on competence and response, which are the sub-dimensions of organizational agility. In the study titled "*Organizational agility in health organizations: The role of visionary leadership*" conducted by Ozeroglu and Kocyigit (2020) with 199 personnel working in private hospitals in Istanbul, it was determined that visionary leadership positively affects organizational agility. It was also found that sub-dimensions of visionary leadership have a significant effect on competence and speed, which are organizational agility sub-dimensions. In the study titled "*The effect of visionary leadership characteristics on organizational agility in health organizations; An Application in private hospitals in Bakirkoy District of Istanbul Province*" conducted by Tamer (2021) with 200 personnel working in private hospitals in Istanbul, it was determined that visionary leadership positively affects organizational agility. It was also found that the sub-dimensions of visionary leadership have a meaningful effect on competence and flexibility, which are the sub-dimensions of organizational agility. In this respect, our study is partially similar to the result of these studies. However, in our study, it was

determined that different sub-dimensions of visionary leadership also had various effects on the sub-dimensions of organizational agility.

## CONCLUSION

Visionary leaders have the ability to create and communicate visions that can affect individuals collectively and activate them rapidly (Çelik, 1997: 470). Organizational and environmental situations such as intra-organizational changes, technology that changes in time, effects of globalization, and environmental risks have required organizations to act quickly and adapt to these factors (Narasimhan & Das, 1999; as cited in Crocitto & Youssef, 2003: 388). The organizational agility revealed in this direction is expressed as the capacity of an organization to respond quickly to all changes (Ravichandran, 2018: 25). However, organizational agility will only occur if supported by leadership (Crocitto & Youssef, 2003: 388). In this case, visionary leadership behavior has an important place in the formation of organizational agility. In this direction, the present study provides several practical implications for visionary leadership and organizational agility in organizations. Additionally, the purpose of this study is to determine the impact of visionary leadership behaviors on organizational agility in general aviation organizations. The research was performed on 308 non-managerial white-collar employees working in aircraft leasing companies operating within the structure of general aviation organizations throughout Turkey.

Since there is no study on the effect of visionary leadership on organizational agility in general aviation organizations, the research findings are expected to contribute to the literature. Conducting the study in the largest general aviation organizations in Turkey is a contributing factor to the study. The research with white-collar employees who are in service sector is another contributing factor.

The importance of the research is to be carried out on the employees of aircraft leasing companies within the body of general aviation organizations. Another important aspect of the research is that the analysis of the impact of organizational agility on employees' sense of organizational agility as a result of revealing the visionary leadership characteristics of organizational managers can be used especially for general aviation organizations. As a result of the research, the visionary leadership behavior of the organizational managers and the level of organizational agility perceptions of the employees and the results of these perceptions were tried to be referred to. Remarkable findings have emerged for managers together with these results. It may lead the managers to think about the leadership styles in the organization and to develop their leadership styles. In other words, the high level of visionary leadership in an organization may cause employees to increase their positive perception of the agility of the organization. As a result, employees can make great effort for the organization and try to do their work efficiently and productively by focusing on increasing the success of the organization. In this context, good leadership behaviors can help employees to increase their attitudes and perceptions. Accordingly, the research will especially guide researchers, managers, and business people. However, the limited time and cost factors and the application of a survey to a small



number of people in a specific region can be considered among the limitations of the study. This study is also a guide in terms of revealing future studies. It can be recommended to conduct other researches on the impact of other modern leadership approaches on the dependent variable in future studies.

## **ÇALIŞANLARIN VİZYONER LİDERLİK ALGILARININ ÖRGÜTSEL ÇEVİKLİK ÜZERİNDEKİ ETKİSİNİN YAPISAL EŞİTLİK MODELİ İLE İNCELENMESİ: HAVACILIK SEKTÖRÜ ÜZERİNE BİR ARAŞTIRMA**

### **1. GİRİŞ**

Zamanla ortaya çıkan modern liderlik yaklaşımları liderlik özelliklerini daha üst seviyeye taşıyarak örgütler için liderlerin önemini daha da vurgulamıştır. Bu yaklaşımlardan birisi olan vizyoner liderlik öncelikle liderin belirlediği vizyon çerçevesinde insanları yönlendirebilme kabiliyeti göstermesi ile ilgilidir (Doğan, 2016; akt. Buyrukoğlu & Şahin, 2022: 70). Vizyoner liderler, özellikle çağımızın bir ihtiyacı olan sürekli değişimin gerektirdiği bir çerçevede örgütün iç ve dış çevresinden olumlu çıktılar alması için bir mücadele halindedirler. Bu olumlu çıktılardan birisi de örgütsel çevikliklerdir. Örgütsel çeviklik, bir örgütün öngöremediği iç ve dış değişimin hızlı bir şekilde üstesinden gelmesi ve buna uyum sağlaması olarak ifade edilebilir (Kettunen, 2009: 409).

### **2. YÖNTEM**

Araştırmanın evrenini Türkiye genelinde faaliyet gösteren genel havacılık işletmeleri bünyesinde yer alan hava aracı kiralama firmalarında görev yapan ve yönetici pozisyonunda olmayan beyaz yakalı çalışanlar oluşturmaktadır. Araştırmanın örnekleminin ise bu evren içinden basit tesadüfi örnekleme yöntemiyle seçilen yaklaşık 308 beyaz yakalı çalışan oluşturmaktadır. Araştırmada anket tekniği uygulanıp veriler yüz yüze veri toplama yöntemi şeklinde toplanmıştır. Ayrıca anketler 7'li Likert tipi anket ölçeği ile yapılmıştır. Anket formu üç bölüm şeklinde oluşturulmuştur. İlk bölüm çalışanların demografik bilgileri ile ilgili soruları içermektedir. İkinci bölüm çalışanların vizyoner liderliğe ilişkin algılarını ölçen soruları içermektedir. Son bölüm ise çalışanların kurumun örgütsel çevikliğine ilişkin algılarını içeren bölümdür.

Araştırmada etik ile ilgili gerekli onaylar alınmıştır. Araştırmada kullanılan ölçekler geçmiş çalışmalarda kullanılan ve geçerliliği ve güvenirliği ispatlanmış ölçeklerdir. Araştırmada, frekans analizi, faktör ve güvenirlik analizleri, tanımlayıcı istatistikler ve bunun yanında korelasyon analizi uygulanmıştır. Bunlara ek olarak, doğrulayıcı faktör analizi, iyi uyum değerleri ve değişkenler ile ilgili katsayı değerlerini belirlemek için yapısal eşitlik modeli analizi kullanılmıştır. Elde edilen verilerde yapısal eşitlik modeli analizi aracılığı ile değişkenlerin birbiri üzerindeki etkisi bulunarak hipotezler test edilmiştir.

### 3. BULGULAR

Araştırmanın bulguları neticesinde vizyoner liderliğin ve örgütsel çevikliğin olumlu yönde bir ilişkisinin varlığından söz edilebilir. Buna ek olarak, vizyoner liderliğin örgütsel çeviklik üzerindeki etkisinin kısmi olduğu bulunmuştur. Ayrıca, alt boyutlar ile ilgili olarak iletişimin ve riskin esneklik üzerine; iletişimin, riskin, saygının ve odağın cevap verme üzerine; güvenirliliğin, saygının ve odağın yetkinlik üzerine; riskin ve odağın hız üzerine etkileri olduğu saptanmıştır.

### 4. TARTIŞMA

Araştırmanın sonucunda hipotezler test edilmiştir. Hipotezlerin sonucuna göre vizyoner liderlik ve örgütsel çeviklik olumlu yönde anlamlı bir ilişkiye sahiptir. Ayrıca, vizyoner liderliğin örgütsel çeviklik algısı üzerinde kısmi bir etkisi olduğu bulunmuştur. Bu durum, belirgin kişilik özelliklerini meydana çıkararak çalışanlarının gelişmesinin yanında onların başarıyı yakalamasına ehemmiyet veren vizyoner liderliğin çeşitli örgütsel çıktılar sağlayarak çalışanların örgütsel çeviklik algısını olumlu bir yönde etkilemesinden ileri gelebilir. Vizyoner liderliğin çeşitli alt boyutlarının örgütsel çevikliğin alt boyutları üzerindeki etkisi olması çalışanların algısına göre stratejik vizyona sahip liderlerin örgütlerin çeviklik düzeyine etki edebileceğini algılanması ile ilgili olabilir.

### SONUÇ

Vizyoner liderliğin örgütsel çeviklik üzerindeki etkisi üzerine genel havacılık bünyesinde yer alan hava aracı kiralama işletmeleri ile ilgili başka bir çalışma olmadığı için araştırma bulgularının literatüre katkı sağlaması beklenmektedir. Çalışmanın, Türkiye'deki en büyük genel havacılık işletmelerindeki beyaz yakalı çalışanlar ile yapılması araştırmanın katkı sağlayıcı bir unsurudur.

Araştırmanın önemi örgüt yöneticilerinin vizyoner liderlik özelliklerini açığa çıkarması sonucunda çalışanların örgütsel çeviklik algısı üzerindeki etkisi ile ilgili analizlerin özellikle genel havacılık işletmeleri için kullanılabileceğidir. Araştırmanın sonucunda örgüt yöneticilerinin vizyoner liderlik davranışının durumu ile çalışanların örgütsel çeviklik algılarının düzeyi ve bu algıların sonuçları ifade edilmeye çalışılmıştır. Bu sonuçlar ile birlikte yöneticiler için kayda değer bulgular ortaya çıkmıştır. Bu durum yöneticilerin örgütteki liderlik tarzlarını düşünmelerine ve liderlik tarzlarını geliştirmelerine ön ayak olabilir. Başka bir deyişle, bir örgütte vizyoner liderliğin üst seviyede olması çalışanların örgütün çevikliğine olan olumlu algılarını artırmalarına neden olabilir. Bunun sonucunda çalışanlar örgüt için daha çok çaba sarf edebilirler ve örgütün başarısını artırmaya odaklanıp işlerini etkin ve verimli bir şekilde yapmaya çalışabilirler. Bu kapsamdaki doğru vizyoner liderlik davranışları çalışanların tutumlarını ve algılarını artırmalarına yardımcı olabilir. Bu doğrultuda bu araştırma özellikle araştırmacılara, yöneticilere ve iş insanlarına rehberlik edecektir. Ancak, zaman ve maliyet unsurlarının kısıtlı olması ve belirli bir bölgedeki az sayıdaki kişiye anket uygulanması çalışmanın sınırlılıkları arasında sayılabilir. Ayrıca

bu çalışma gelecekteki çalışmalara örgütsel algıların ortaya konulması açısından yol gösterici bir niteliktedir. İleride yapılacak çalışmalarda başka modern liderlik stillerinin örgütsel çevikliğe etkisine ilişkin araştırmalar yapılması önerilebilir.

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KATKI ORANI / CONTRIBUTION RATE	AÇIKLAMA / EXPLANATION	KATKIDA BULUNANLAR / CONTRIBUTORS
Fikir veya Kavram / Idea or Notion	Araştırma hipotezini veya fikirini oluşturmak / <i>Form the research hypothesis or idea</i>	Rabia YILMAZ
Tasarım / <i>Design</i>	Yöntemi, ölçeği ve deseni tasarlamak / <i>Designing method, scale and pattern</i>	Rabia YILMAZ
Veri Toplama ve İşleme / Data Collecting and Processing	Verileri toplamak, düzenlenmek ve raporlamak / <i>Collecting, organizing and reporting data</i>	Rabia YILMAZ
Tartışma ve Yorum / Discussion and Interpretation	Bulguların değerlendirilmesinde ve sonuçlandırılmasında sorumluluk almak / <i>Taking responsibility in evaluating and finalizing the findings</i>	Rabia YILMAZ
Literatür Taraması / Literature Review	Çalışma için gerekli literatürü taramak / <i>Review the literature required for the study</i>	Rabia YILMAZ