

The Relationship Between Strategic Decision-Making and Leadership Styles: An Application in 4 and 5-Star Hotels in Istanbul

Sedat ÇELİK

Sırnak University
School of Tourism and Hotel Management
Şırnak, Turkey
s.celik@sirnak.edu.tr

Arif GÜNGÖR

Düzce University
Akçakoca School of Tourism and Hotel
Management, Düzce, Turkey
arifgungor@duzce.edu.tr

Emrah ÖZKUL

Kocaeli University
School of Tourism and Hotel Management
Kocaeli, Turkey
emrahozkul@hotmail.com

Pelin Fatma TUNA

Private Education Institution
TUREM
İstanbul, Turkey
pelintuna_@hotmail.com

Abstract

The aim of this study is to define the relationship between leadership styles and strategic decision-making in hotel businesses. Datas are obtained by using questionnaire technique. The questionnaire is applied to general managers or executives who are effective in making decisions in hotel businesses. This study comprises four and five star hotel businesses that have tourism establishment certificates. Since the number of population used is not excrecence in the research, complete enumeration sampling method is used and data is obtained from 87 hotel businesses. Results reveal that four and five star hotel businesses in Istanbul have executives showing transformational leadership, paternalistic leadership, autocratic leadership and charismatic leadership styles. Leaders who have these leadership styles make strategic decisions aimed at innovation and change basic business strategies, intervene in conflict and risk taking. The existence of meaningful relavence among leadership styles with strategic decision-making is determined.

Keywords: Leadership styles/theories, Strategy, Strategic decision making. Hotel management, Tourism

Introduction

Considering the current century, it has been understood that national and international businesses, business structures and management mentalities are in a state of flux. To keep pace with these drastic changes are forcing the businesses. Concurrently, the most of the time upon these drivers of change presenting the analogous services and products to similar customers makes competition inescapable. Particularly, in highly competitive markets to analyze changes in consumer-driven

demands, to adapt environmental conditions, to follow technological developments and in case of need to customize with businesses have become prior tasks.

Also tourism sector the change is continuous and competition is at an increasing trend day by day. It has a fragile and sensitive structure against developments on political and economic issues. Hotel businesses within the sector provide services in areas such as food and beverage, accommodation and entertainment. In capital and labor intensive accommodation businesses, decision making and implementing for managers is getting harder due to the growing competition. Managers in tourism sector should have personal traits in analyzing the situation, making right decisions, guiding the business in long term. Besides, face-to-face communication with the customers needs enhancing of the employee motivation. That is why having managers who can motivate the employees and create job involvement is strategically important.

Decisions that are made by the top management direct the business and shape its future (or bad decisions that recede the business) therefore involve strategic decisions that have high risk. In this respect, businesses, try to be one step ahead of their competitors by the mission they undertake to achieve their vision by strategic decision-making. Is it possible for every employee and manager to be successful in tourism market, which has intensive competition and change? What are the chances for managers to be successful who does not like and want change, fail to analyze the internal and external environment of the business and in return cannot make strategic decisions? In this respect, strategic decisions made in the business are influenced by lot of factors; the most important of all is the decision maker (manager/leader). Decision makers with reactive attitude who have a work oriented and classical management approach will not make the business easy to survive in changing environmental conditions. The final question of our study is which leadership style makes which strategic decisions? The answer to this question is researched in four and five star hotel businesses and relevant data is found. When literature is analyzed studies pertaining to this subject area is limited. We believe this study will contribute to literature.

Conceptual Framework

Definition of Leadership and Leadership Styles

Leadership is one of the business management themes that is usually researched (Akbaba and Erenler, 2008; Taşkıran, 2006; Doğan and Şahin, 2008; Luthans, 1995). Burns (1978) stated that leadership is one of the most researched but less conceived subject areas in the world. According to Eren (2003; 2010) leadership is the ability to gather a group of people around specific goals and is the total sum of knowledge and abilities needed to achieve this end. Koçel (2003) defines leadership as influencing and directing others to achieve some personal or group goals. Aioanei (2006: 706) defines the leader; “is a person who occupies a position of responsibility in coordinating the activities of the group members in their task of attaining a common goal.” Yukl (2002: 7) defines leadership as “the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives”. Also, Catt and Miller (1985) define leadership as “communication, which positively influences the group to move toward group goals.” As seen from the definitions above, some studies show leadership as a process where as others show its focus on understanding others (Horner, 1997).

As there is no common definition of leadership, there is no common opinion comprised in of behavior and attitude leaders exhibit. Previous studies show personality traits of the leaders, the latter ones focus on the behaviors of the leaders. But these studies failed to reveal the true nature of leadership and later it is focused on behaviors of leaders on sense of occasion. After the 1990s strategic behavior and ethical behavior of the leaders are focused on. As a result, a lot of studies focused on leadership and many leadership styles emerged. These leadership styles can be classified as “autocratic, democratic-participative, paternalist, transactional, charismatic and strategic leadership.

In autocratic leadership style; generally the emphasis is on the central authority and decision making is not consultative, legitimate power and pressure is used as a motivational tool, distrust to the subordinates is common, delegation and empowerment is less (Luthans, 1995).

Democratic–participative leadership style; Leaders shows an attitude towards the contribution of subordinates in division of labor, work orders, establishing plan and policies regarding the business (Aykan, 2004). In democratic leadership, leader strengthens, motivates, explains their responsibilities to the subordinates and creates an open discussion atmosphere (Gastil, 1994).

Paternalist leadership style; Leaders reflect an over protective, paternalist attitude. Sometimes, when decision making consult to the middle level managers, and generally use reward system. They try not to use punishment if it is not unavoidable (Sabuncuoğlu ve Tüz, 2008). This leadership style in this respect is similar to Z theory of Ouchi. It is seen in countries that show collectivist traits like Turkey, India and Pakistan. It is also shown in recent data that it is more effective in Chinese businesses (Pellegrini ve Scandura, 2008).

Transactional leadership style; Transactional leaders show a leadership attitude based on work. These types of leaders expect workers to comply with the work standards, working goal oriented and believe in reward and punishment system (Sabuncuoğlu and Tüz, 2008). Multifactor Leadership Questionnaire (MLQ) by Bass and Avolio takes transactional leadership in two dimensions (Saruhan ve Yıldız, 2009, Kirel, 2004). Rewarding represents abstract rewards given by the leader to the subordinates when defined goals are achieved. Active management by exception is in existence of a mistake or a problem leader takes the responsibility (Sabuncuoğlu and Tüz, 2008).

Transformational leadership style; Transformational leader adopts a future oriented management concept, establishes conditions for his followers that bring innovation and change within the organization and persuades his followers to give priority to group goals rather than personal goals and questions existing principles that impedes outstanding performance and establishes new principles (Bakan, 2008; Topaloğlu and Avcı, 2009; Rafferty and Griffin, 2004). Transformational Leadership style traits are listed under four main categories by Bass and Avolio (Bass, 1990). **Idealized Influence and Charisma;** this dimension includes leaders earning respect and trust of the followers and by influencing their attitude in turn reaching organizational goals (Kirel, 2004). **Inspirational Motivation;** leader behaves friendly to followers gives advice, supports and encourages them to be successful (Saruhan and Yıldız, 2009). **Individualized Consideration;** leader knows the inadequacies of his followers

and helps their personal development (Tichy ve Devanna, 1986). Intellectual Stimulation; transformational leaders support innovative thoughts and change (Mitchell ve Boyle, 2009).

Charismatic leadership style; Charismatic Leadership as a concept depends on Max Weber's research. Weber used charisma as "charismatic authority". Weber defines authority as "the probability that certain specific commands (or all commands) will be obeyed by a given group of persons". Weber mentions three types of authority such as; traditional authority, charismatic authority and legal authority (Baransel, 1993). Charismatic authority is a personal attribute of the leader. His followers believe that charismatic leader has super human powers or at least he has extraordinary powers. These powers should generally be displayed by the leader for the benefit of the group or followers. There are emotional ties between the leader and his followers (Kılınç, 1996). Multifactor Leadership Questionnaire (MLQ) by Bass shows charismatic leadership as a dimension of transformational leadership. Later, it is defined in Fiedler and House's research as creating a favorable impression in the minds of the followers by creating mission and vision. As a result of this theory, charismatic leadership is defined as another category (Kozak, 2008). It is defined as a leadership style that interacts with leader's capacity (self-confidence, will power, moral values), leader's attitudes (creating a successful model fitting others beliefs and values, developing visions and goals, managing expectations, motivating followers), characteristics of the followers, situational factors (crisis and need for social change) (Conger and Kanungo, 1987; Klein and House, 1995).

Strategic leadership style; In an environment of change and increasing competition the strategic leaders with strategically thought, vision and who can manage change gains importance (Eren, 2010). Traits theory focuses on behavioral and situational leadership theories and superior-subordinate behavior where as strategic leadership focuses on decision making and defining the firms' goals (Lee and Chen, 2007). Vera and Crossan (2004), Lee and Chen (2007) state that strategic leadership theory is developed from Hambrick and Mason's "Upper Echelons" theory. The theory brings forward that upper echelon leaders' personal knowledge, experience, preferences and values influence environmental values. Boal and Hooijberg (2000) take strategic leadership in terms of operations and decisions and state that it is mostly seen in crisis and uncertain situations. Ireland and Hitt (2005) define strategic leadership the ability of foreseeing and designing the future; being flexible, thinking strategically, starting change with workers and designing a future for the business.

Strategy, Decision Making and Strategic Decision Making

A lot of definitions are made about strategy. Jauch and Glueck (1988) stated that strategies are extensive plans that bring competitive advantage to the firm in changing environmental conditions, in risky and uncertain settings. Strategy is a plan, an attitude, a perspective that includes multidimensional dynamics (Mintzberg, 1996). Strategy can also be summarized as dynamic decisions made by examining the competitors' activities, focusing on the end result, designed to achieve long term goals (Ülgen and Mirze, 2004: 33).

Decision-making can be defined as choosing between alternatives to achieve business aims. It can be acceptance as an outcome of mental processes (Moorhead and

Griffin, 1992; Luthans, 1995; Otlu and Demir, 2005; Öz and Baykoç, 2004; Erdamar, 1981: 45). Decisions are made under uncertain, certain and risky situations (Tekin, 2008). Decisions made can change according to the positions. Top management makes decisions on business goals, products and services provided, finance where as middle management decide on production programs, staff recruiting etc. (Robbins, 2001).

Decision-making depends on making choices, so what makes a decision strategic? Schwartz, Ben-Haim and Dacso (2011) see strategic decision derived from the game theory as two or more competitors/participants watching constantly the moves of each other, maneuvering to eliminate them or try to gain benefits in return. Quainn, Render, Higgins (1990) and Tarakçı (2010) indicate long-term decisions that involve uncertainty and risk are strategic decisions. Strategic decisions, also involves the processes until strategies are made by the top management and decisions referring to the long-term goals of the business (Alpkan, 2000a). Decisions also focus issues on intercompany and outside (Grant, 1998).

What are the strategic decisions in a hotel business? In literature review pertaining to hotel businesses there is no comprehensive strategic decision scale reflecting our goals. Therefore; research on strategic decision-making is analyzed and strategic decisions are determined in a business. The following can be included as strategic decisions to hotel business according to the literature review; Innovation (*Hambrick and Mason, 1984*), change (*Appelbaum et.al. 1998, Kezar, 2001*), basic business strategy (*Ülgen and Mirze, 2004*), Competition (*Porter, 2007*) conflict management (*Rahim et.al, 2002*), risk taking (*Jauck and Glueck, 1988*).

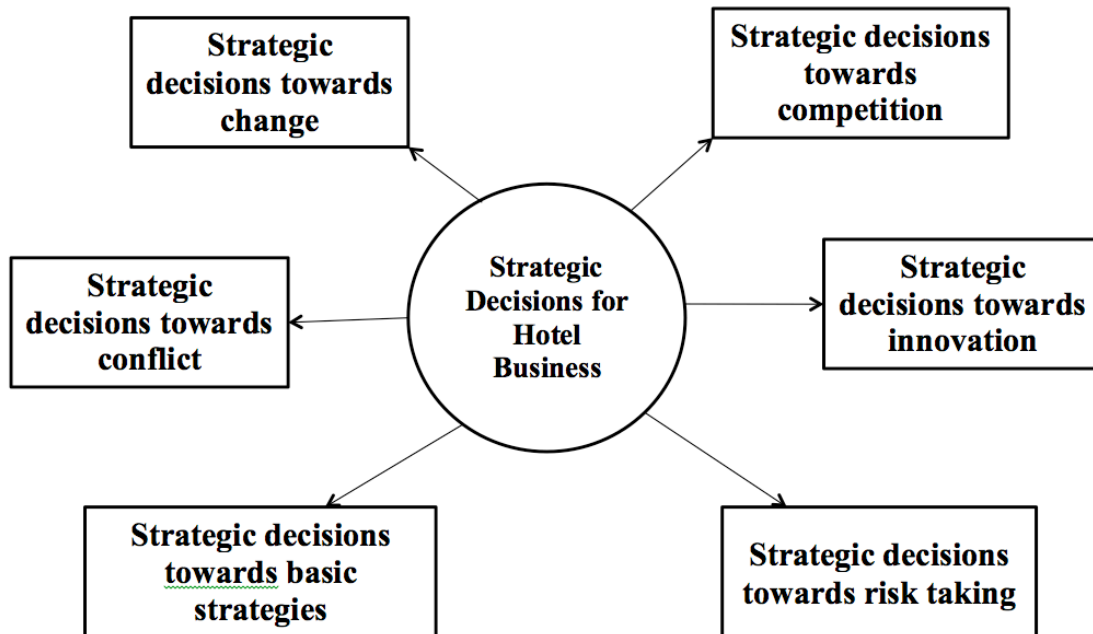


Figure 1: Strategic Decisions for Business

Strategic decisions towards change; Kezar (2001) and Appelbaum et al. (1998) indicate that proactive and reactive strategies can be used to achieve change in businesses. **Proactive strategy;** the leader sees the need for change in the business and eradicates factors blocking change and takes necessary steps to start change. **Reactive**

strategy; the leader resists change and try to stand up and fight against change but when the pressure of the outer environment increases, he accepts change and performs it (Kezar, 2001; Appelbaum et al, 1998). Reactive strategies are used to solve problems. In most cases reactive strategies are used but proactive strategy is more satisfying and effective due to recent research data (Keen, 1981).

Strategic decisions towards competition; businesses are in competition in the market/sector since they produce similar goods/services to the same consumers. Competition means while satisfying consumer needs one has to compete with the strategies that create value and fulfill consumer demands in the market (Ülgen and Mirze, 2004). According to Porter (1985) competitive strategy, is getting into a position that bring profit to the business above the sector average, and competing with five competitive forces (competition existing competitive rivalry between suppliers, threat of new market entrants, bargaining power of buyers, power of suppliers, threat of substitute products).

Some of the competitive strategies are according to recent research are; adaptive strategies of Miles and Snow, Abell's business definition, Porter's generic strategies, resource based approach, Bowman's strategy clock approach and other alternative approaches. In this study, when preparing the survey questions Porter's competitive strategic decisions are used because Porter's strategies are more universally used in terms of literature and in practice. Porter (2007) states that businesses can use cost leadership, differentiation and focusing strategies to have competitive advantage against their competitors.

Strategic decisions towards conflict; Aksoy (2005) defines conflict as two or more persons or groups that can be incompatible with the objectives, targets or motives. Üngüren (2008), states that conflict is a natural result of communal living and sees conflict as an inevitable result of individual and inter group differentiation. As seen in the definitions above, whatever the reasons are; conflict comprises adversity, conflict and discord and one party acts to impose his wishes and ideas on the other (Ataman, 2001).

Conflicts in businesses are classified under two categories such as; constructive and destructive (Pondy, 1967). Conflict has neither a positive nor a negative meaning. Conflict is neutral. It depends on the strategy used on conflict management whether it is constructive or destructive (Earnerst ve McCaslin, 2000). Since conflict is unavoidable in businesses contemporary organizations and managers should learn to take advantages of conflicts in order to achieve organizational goals (Mirzeoğlu, 2005).

In the literature research pertaining to conflict it is seen that most of the studies focus on solving and avoiding the conflicts (Kaushal and Kwantes, 2006). These studies are made to prevent destructive consequences as well as encouraging conflicts to dynamise the organization by the management (Rahim and Psenicka, 2002). Blake and Mouton sees conflict as problem solving and in order to solve conflicts they propose strategies such as; compromising, avoiding, smoothing, confronting and forcing (Özdemir, Kösecik and Kök, 2009). Rahim, Antonioni and Psenicka (2001) and Rahim and Psenicka (2002) in managing the conflicts proposed high and low strategies according to the severity of the conflict such as; integrating, avoiding, dominating, obligating. Kösecik and Kök (2009) states that a good conflict management improves

creativity in the business, develops innovation and brings out innovative products and services. Hence, by developing innovation which is the most important aspect of competition and strategically becomes the most important aspect of the business. Therefore, conflict becomes the most strategic tool for businesses.

Strategic decisions towards innovation; innovation is defined as activities of commercialisation and development of new products and processes (Fischer, 1998). Innovation is an important tool in forming a new idea, method, product and process (Aragon, Garcia and Cordon, 2007). Innovation which represents renewal and renovation as a process and as a result represents novelty is according to EU and OECD literature as “the implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new organizational method in business practices, workplace organization or external relations” (Oslo Manual, 2005). Innovation is not only renewal; it comprises the product from theoretical level to the marketable product itself so it is a process that comprises all the levels (Eraslan, Bulu and Bakan, 2008).

Innovation can be practiced in businesses in processes, production, distribution, and marketing activities. These are called product innovation, service innovation, process innovation, organizational innovation and marketing innovation (Elçi, 2007; Woodman, Sawyer and Griffin, 1993; Gemlik, Şişman and Şişman, 2009). Adair (2008) states that organizational innovation is a natural human activity and innovation should be voluntary and planned. Innovation in order to be successful, there should be factors such as managements commitment, sensitivity to change, strategic perspective, risk acceptance and right indoors. But, the most difficult part of it is to bring them together in a disciplined and planned way (Adair, 2008).

For innovation to take place in businesses depends on organizational structure and managers who can encourage innovation, innovative ideas and sustainable competitive advantage (Gemlik, Şişman and Şişman, 2009). Managers who see innovation as a tool for achieving success provide an atmosphere of creativity and new ideas and encourage innovation. Besides, managers/leaders who internalize innovation start to develop a culture of innovation within the business. Prange and Schlegelmilch (2010) emphasized that critical success factors are strategy and leadership in innovation management. It is not possible for a business to implement necessary steps of innovation management without an active strategy. Tozkoparan (2010) also emphasizes the importance of innovation in leadership styles. Oldham ve Cummings (1996) mentions two leadership attitudes in creativity such as supporting and controlling leadership. According to the research, it is found out that controlling leadership has a negative effect on creative performance of the subordinates. Research has shown that transformational leadership has positive effect on creativity of the subordinates (Rickard and Moger, 2003; Gümüsoğlu and İlsev, 2009).

Strategic decisions toward basic strategies; the aim of the businesses should be long term improvement by the help of their missions and visions and using their available capital (Eren, 2010; Alpkan, 2000a). In the literature businesses when taking decisions on basic strategies, they make decisions on growth, downsizing, stable and mixed strategies (Dinçer, 2007). Basic strategies should be adopted within the business.

The adoption of these strategies to employees is the primary duty of the managers (Daft and Steers, 1986, Aktaran: Kaya and Aytekin, 2003).

Growth strategies; businesses could grow in two different ways. The first is internal growth by developing its own possibilities; the second is external growth by buying the facilities or distribution chains of other businesses or merging with the other businesses (Eren, 2010). **Downsizing strategies;** some businesses cannot provide competition advantage although they continue to exist and obtain income below the average. Besides environmental analysis can point business opportunities which will bring income above the average. In this respect, managers choose to implement withdrawal or liquidation strategies (Ülgen and Mirze, 2004). **Stability strategies;** businesses or managers can temporarily or completely abandon growth targets due to managers' choices or environmental conditions. There are other alternatives besides the growth strategies such as stability, downsizing or liquidation (Alpkanb, 2000).

Strategic decisions towards risk taking; in the new perspective, risk can be defines as “Any event or condition, which prevents the achieving the business objectives” (PWC, 2006). Perceived risk plays a critical role in human behavior, particularly pertaining to decision-making under uncertainty (Cho and Lee, 2006). Leaders can be divided into three groups in risk taking attitudes (Anbar and Eker, 2009); a) Abstention from risk, b) Indifference to risk, c) Seeking risk.

Risk is an aspect of decision-making and shows uncertainty in implementing decision outcomes, this uncertainty means that the results of decisions can create disappointment. Potential losses, the ambiguity and the significance of these losses are the critical components of risk. When risk increases, the ambiguity of potential losses also increases (Erdem, 2001).

The Scope and the Method of the Research – Obtaining Data and Scales Used

Strategic decisions are made by top managers and therefore leadership styles are effective in strategic decisions. Which leader makes which strategic decisions? It is an important question to answer for businesses. For example; in a business aiming growth if the leader acts adversely towards growth, growth will only remain as an idea. In this respect the aim of the study is to define the relationship between leadership styles and strategic decisions in hotel businesses. The sub category contains the types of strategic decisions in hotel businesses. Quantitative analysis is made according to the scope of the research. Survey technique is used obtaining to data.

Survey questions are prepared after comprehensive literature review and two academics with expertise asked to review the questions. The survey comprises two sections. In the first section, 38 statements are about leadership styles, 40 statements are about strategic decisions, and second section comprises 4 questions to show the demographic characteristics of the participants. As there is no scale showing the six leadership styles and strategic decision-making, the survey is prepared as a literature review according to its research area. In the survey statements that are about leadership styles are derived from Luthans (1995), Yukl (2002), Bass (1990), strategic decision making statements are derived from Alpkan (2000), Dinçer (2007), Eren (2010), Ülgen and Mirze (2004), Porter (2007), Appelbaum et.al. (1998). A comprehensive scale can not be found regarding strategic decisions in hotel businesses. Survey questions are

derived using foreign and local literature. Research data is obtained by using face to face survey technique. Participants are chosen from managers that participate in decision making.

Space- Sampling

The space of the research comprises top managers of the hotels that have Tourism License 4 and 5 star hotels in Istanbul. There are 115 hotels that have Tourism License according to the data obtained from The Ministry of Culture and Tourism in 31 December 2010. There are six hotels under renovation so they are removed from the list. Therefore; there are 109 hotels provided our research area. We are not choice any sampling method, because the number of universe is not too much. So, complete sampling method is used. But, we are not reached sampling complete. In this respect, out of 109 hotels data is obtained from 87 hotels due to accessibility and representation of the space (feedback ratio: 79%). This sampling is enough to represent the space (Sekaran, 2003: 294). Out of 87 hotel businesses 34 of them are five-star hotels and 53 of them are four-star hotels. The survey is filled in by a general manager or a top manager from a hotel business.

Findings

Data obtained from top managers of 87 hotel businesses is analyzed using SPSS 18 program. In the research, descriptive analysis, correlation and regression analyses are used to determine the factors in the model. In the questionnaire form general information about the participant nominal scale is used, in questions about variables Likert scale is used (Altunışık v.d., 2007).

Findings about Demographics

When demographics are analyzed gender distribution is mostly male (71.3%). When work departments are analyzed most of them work in the front office (33.3%), human resources management (23.0%) and general management departments (13.8%). Those managers are chosen from general managers and executives who are effective in making decisions in hotel businesses.

When experience levels of the participants are analyzed; they have mostly 10-14 (29.9%) years of experience compared to other groups. When data is analyzed on educational levels; most of the participants have bachelors (57.5%) and associate degrees (26.4%). When age groups are considered most of the participants are (52.9%) 25-34 of age.

Factor Analysis

In literature compatibility of the factor analysis should be KMO value 0.50 and Bartlett test result should be significant (Sekaran, 2003). Expressions that show communalities (below 0.50) are eliminated from the scale. In this respect, KMO value and Bartlett test value is appropriate for factor analysis (**Table 1**: KMO value 0.827. Bartlett Test result: $p < 0.05$). For factor analysis principal components analysis and varimax rotation technique are used. **In Table 2** results of the factor analysis is shown for leadership styles. When Table 2 is analyzed; out of 38 items after communalities are eliminated there remains 30 items, which are, classified under four factors. These four factors show variance on scale % 57.02, which explains the variance. The first one of

these four factors has a total variance of % 22.26, the second one has % 16.85, the third one is % 9.86 and fourth one is % 8.05. According to analysis results, the first factor consists of 11 items, the second factor consists of 10 items, the third factor consists of 5 items and the fourth factor consists of four items. The content and overload points of the items in the factors are taken into account and they are named like wise. The first factor is named transformational leadership, the second factor is paternalist leadership, the third factor is autocratic leadership and the fourth factor is charismatic leadership.

Factor analysis showing the strategic decisions in business hotels communalities are eliminated (under 0.45) from the scale. For factor analysis principal components analysis and varimax rotation technique are used. In this respect, KMO value and Bartlett test value is appropriate for factor analysis (KMO value 0.64. Bartlett Test result: $p < 0.05$). The results of the factor analysis are shown in **Table 3**. When **Table 3** is examined out of analyzed 37 items low communalities are eliminated (.45) the left 20 items are classified under four factors. Variance of these four factors is % 50.14. Therefore; four factors explain the most of the variance. The first factor's total variance is % 19.47, the second's is % 11.17, the third's is % 10.08 and the fourth's is % 9.40. The content of the items in the factors are taken into account and they are named like wise. The first factor is; “**strategic decisions towards innovation and change**”, the second factor; “**strategic decisions towards basic business strategies**”, the third factor is; “**strategic decisions towards conflict management** and the fourth factor is; “**strategic decisions towards risk taking**”.

Reliability

Cronbach alfa is 0.70, which is adequate for internal reliability (Büyüköztürk, 2006; 171). When looked at the results of the reliability analysis, expect detecting the problem and dimensions of strategic decisions toward conflict management and strategic decisions towards risk taking, other dimensions are reliable.

Table 1. Results of Reliability Analysis

Factors	The Number of	Cronbac
Transformational leadership style	11	,921
Paternalist leadership style	10	,886
Autocratic leadership style	5	,707
Charismatic leadership style	4	,758
Strategic decisions towards innovation and change	8	,819
Strategic decisions toward basic management strategies	3	,714
Strategic decisions toward conflict management	5	,577
Strategic decisions toward risk taking	4	,580

Table 2. The Factor Analysis For Leadership Styles

Factors	The phrases used to determine the leadership styles	Components			
		1	2	3	4
Transformational Leadership Style	I encourage my employees to take new decisions by giving importance to their thoughts.	,848			
	I try to fix the faults of my employees by explaining the reason.	,803			
	All the employees in the company are precious to me	,797			
	I encourage my employees to be innovative.	,796			
	I try to develop more long-term strategies to improve performance.	,745			
	I provide to gain the desire of taking initiative in all units.	,743			
	I tell all the decisions that I take in the company clearly to all my employees.	,734			
	I focus on determining the strategic direction.	,717			
	I get and apply all the decisions with my subordinates.	,595			
	I am keen to establish a sustainable organizational culture dominated by ethical values.	,558			
I focus on the development of basic skills.	,510				
Paternalist Leadership Style	I emphasize the common values adopted by the employees.		,766		
	I permanently protect my employees in the company.		,736		
	I offer different perspectives on the work done by my employees.		,729		
	I help my employees continuously to improve themselves.		,710		
	I consider the behavior of my subordinates that require a high dedication.		,642		
	I always be on my job right on time.		,634		
	My first priority in my Professional life is to get things done which are in my charge.		,616		
	I have a special ability to be able to impose my vision to others.		,583		
	Me is much more required especially in crisis situations.		,580		
	I reward the successes of my employees in the company.		,574		
Autocratic Leadership Style	I think punishment is an effective approach in preventing errors.			,824	
	I want my employees to obey me			,631	
	My relationship with my subordinates in company is business oriented.			,612	
	I don't need any help of the others when taking decisions.			,601	
	I don't care the betterness of other conditions if the jobs could not be done on time.			,534	
Charismatic Leadership Style	I have inspirational properties (special abilities) on effecting my subordinates.				,746
	My loyalty with my subordinates is a matter of adoration.				,720
	My subordinates think that I have extra ordinary abilities.				,686
	My subordinates accept my ideas acquiescingly.				,679

Varimax Rotational Principal Components Factor Analysis, KMO Sampling Adequacy: ,827 Bartlett Sphericity Test : $p < 0,05$; χ^2 : 1553,895, df: 435. Explained Total Variance: % 57,029

Table 3. Factor Analysis Related To Strategic Decisions

Factors	Phrases	Components			
		1	2	3	4
Strategic Decisions Towards Innovation and Change Dimension	I usually use my preferences related with innovation in favor of the diversification oriented opportunities.	,756			
	I usually use my preferences related with innovation in favor of the value focused oriented opportunities.	,678			
	I usually use my preferences in favor of the growth and development strategies.	,655			
	I usually see the change dimensions under uncertainty as an opportunity in favor of adumbrating our difference.	,638			
	I don't usually prefer the downsizing strategy.	,626			
	I see taking risks in change dimensions as an unchangeable part of my job.	,619			
	I believe that change will cause great deals for the company.	,603			
	I think change is crucial to success.	,538			
Strategic Decisions Towards Basic Management Strategies	I usually approve to get decisions for protecting existing positive position.		,840		
	I usually use my preferences in favor of stability strategies.		,777		
	We support innovativeness in the company.		,589		
Strategic Decisions Towards Conflict Management	I usually take the decisions in the company and tell my subordinates to practice.			,661	
	I prefer to stay away from the different ideas emerged about a subject.			,632	
	I much more prefer the to make result guarenteed works.			,614	
	I use my preferences in favor of being reactive to events.			,540	
	If it is decided on a topic, I ask my subordinates, but the last decision is mine.			,475	
Strategic Decisions Towards Risk Taking	I usually use preferences in favor of the downsizing (withdrawal) strategies.				,768
	I usually prefer to make low-level risky jobs.				,760
	I usually prefer defense-oriented strategies.				,562
	I think innovation is a cost for the company.				,494

Varimax Rotational Principal Components Factor Analysis . KMO Sampling Adequacy : ,648 Bartlett Sphericity Test : $p < 0,05$: χ^2 : 527,927, df: 190. Explained Total Variance : % 50,141.

The Model of the Research and Hypotheses

Data obtained in the research after factor analysis shows the model of the research, which consists of four dependent variables and four independent variables.

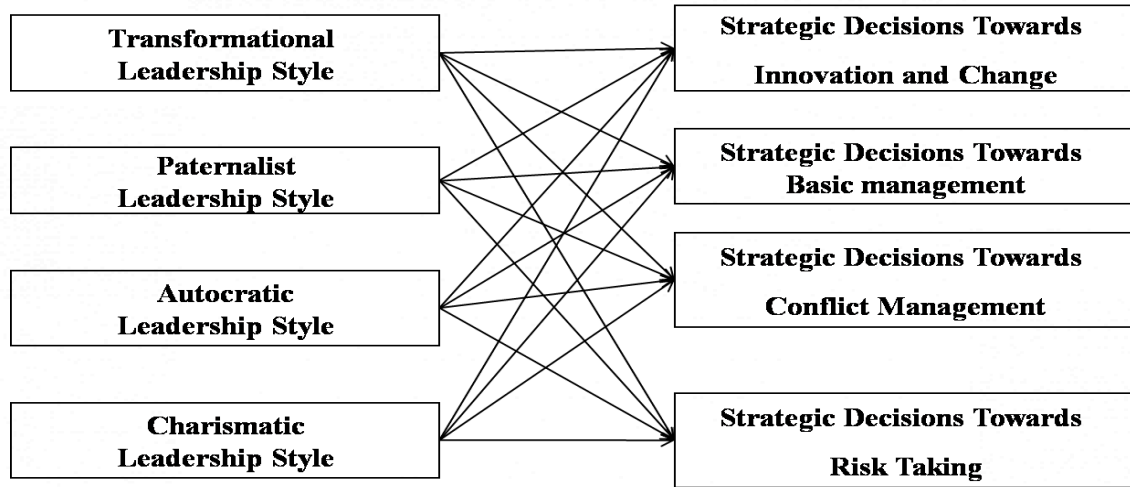


Figure 2: A Model Created After Factor Analysis

Hypotheses for the model are given below.

- H1: Transformational leadership style affects strategic decisions towards innovation and change dimension positively.
- H2: Transformational leadership style affects strategic decisions towards basic management strategies positively.
- H3: Transformational leadership style affects strategic decisions toward conflict management positively.
- H4: Transformational leadership style affects strategic decisions towards risk taking positively.
- H5: Paternalist leadership style affects strategic decisions towards innovation and change dimension positively.
- H6: Paternalist leadership style affects strategic decisions towards basic management strategies positively.
- H7: Paternalist leadership style affects strategic decisions toward conflict management positively.
- H8: Paternalist leadership style affects strategic decisions towards risk taking positively.
- H9: Autocratic leadership style affects strategic decisions towards innovation and change dimension positively.
- H10: Autocratic leadership style affects strategic decisions towards basic management strategies positively.
- H11: Autocratic leadership style affects strategic decisions toward conflict management positively.
- H12: Autocratic leadership style affects strategic decisions towards risk taking positively.
- H13: Charismatic leadership style affects strategic decisions towards innovation and change dimension positively.
- H14: Charismatic leadership style affects strategic decisions towards basic management strategies positively.

H15: Charismatic leadership style affects strategic decisions toward conflict management positively.

H16: Charismatic leadership style affects strategic decisions towards risk taking positively.

Correlation Analysis Related to Variables

Correlation Ratio is as an absolute value shows between 0.70- 1.00 high; 0.70-0.30 moderate; 0.30-0.00 low relationship (Büyüköztürk, 2010).

Table 4. Correlation Value between Dependent and Independent Variables

Factors	F1	F2	F3	F4	F5	F6	F7	F8
Strategic decisions towards innovation and change dimensions (F1) dimension	1							
Strategic decisions towards basic management strategies (F2)	,122	1						
Strategic decisions towards conflict	,181	,056	1					
strategic decisions towards risk taking (F4)	-,104	,035	-,022	1				
Transformational leadership style (F5)	,498**	,304**	,141	-,096	1			
Paternalist leadership style (F6)	,569**	,335**	,056	-,021	,569**	1		
Autocratic leadership style (F7)	,173	,031	,307**	-,139	,278**	,266*	1	
Charismatic leadership style (F8)	,164	,061	,098	,203	,229*	,286**	,393**	1

** Correlation significant at the 0.01 level. * Correlation significant at the 0.05 level

In table 4 when we explore the correlation relationship between dependent and independent variables; there is a positive meaningful relationship between transformational leadership and the strategic decisions toward innovation but there is no relationship between detecting, solving the problem and taking risks in strategic decision making of transformational leadership.

In paternalist leadership there is a positive meaningful relationship in middle level between strategic decisions towards innovation and change and decisions toward basic business strategies but there is no meaningful relationship between detecting, solving the problem and taking risks in strategic decision making of paternalist leadership. In autocratic leadership, there is a low positive relationship between detecting, solving the problem and taking risks but there is no meaningful relationship between autocratic leadership and other variables.

Regression Analysis on Variables

The aim in regression analysis is to define the relationship between dependent and independent variables and how determination coefficient can explain the observed changes of independent variables on dependent variables (Büyüköztürk, 2010).

Table 5. Impact On Strategic Decisions Towards Innovation And Change Dimensions Of Leadership Styles

	B	Standard Deviation	Beta	t	Sig.
Independent Variables	1,542	,272		5,674	,000
Transformational leadership style	,163	,068	,260	2,404	,018
Paternalist leadership style	,278	,071	,427	3,917	,000
Autocratic leadership style	-,004	,052	-,008	-,081	,936
Charismatic leadership style	-,007	,048	-,014	-,145	,885
R= ,607 R²= ,369 F= 11,983 p< 0,05					
Dependent variable: Strategic decisions towards innovation and change dimensions					

Regression analysis is used to measure strategic decision making towards innovation and change and when data is analyzed pertaining to it the model is meaningful statistically (Sig: 0.00). Variables pertaining to leadership styles explain strategic decisions towards innovation %36.9 in other words strategic decisions towards innovation and change dimension is %36.9 due to these factors. Therefore; when t-test results pertaining to standardized regression coefficient and the meaningfulness of regression coefficients are analyzed paternalist leadership style ($\beta= .427$ ve $t=3.917$) and transformational leadership style ($\beta= .260$ ve $t= 2.404$) affect strategic decisions towards innovation and change meaningfully ($p<0.05$). On the other hand paternalist leadership style and charismatic leadership style do not affect strategic decisions towards innovation and change dimension meaningfully ($p>0.05$). As a result, “*H1: transformational leadership style affects strategic decisions towards innovation and change dimension meaningfully. Transformational leadership style affects strategic decisions towards innovation and change positively and “H5: paternalist leadership style affects strategic decisions towards innovation and change positively.” hypotheses are supported. But “H9: Autocratic leadership affects strategic decisions towards innovation and change positively and “H13: Charismatic leadership style affects strategic decisions towards innovation and change positively” hypothesis are rejected.*

Table 6. Impact On Strategic Decisions Towards Basic Management Strategies Of Leadership Styles

	B	Standard Deviation	Beta	t	Sig.
Independent Variables	2,241	,343		6,528	,000
Transformational leadership style	,126	,086	,185	1,464	,147
Paternalist leadership style	,181	,090	,258	2,022	,046
Autocratic leadership style	-,046	,066	-,080	-,699	,487
Charismatic leadership style	-,012	,060	-,024	-,207	,837
R= ,139 R² = ,139 F= 3,301 p< 0,05					
Dependent variable: Strategic decisions to maintain stability					

Regression analysis is used to measure strategic decision making towards basic business strategies and when data is analyzed pertaining to it the model is meaningful statistically (Sig 0,000). Variables pertaining to leadership styles explain strategic

decision making towards basic business strategies %13,9 . Therefore; when t-test results pertaining to standardized regression coefficient and the meaningfulness of regression coefficients are analyzed paternalist leadership style affect strategic decision making towards basic business strategies meaningfully ($\beta = ,258$ ve $t=2,022$) .Other dimensions pertaining to leadership styles do not affect strategic decision making towards basic business strategies meaningfully ($p>0,05$). As a result; “*H6: paternalist leadership style affects strategic decisions towards basic business strategies dimension positively.*” hypothesis is **supported** But, “*H2: Transformational leadership style affects strategic decisions towards basic management strategies positively.*”, “*H10: Autocratic leadership style affects strategic decisions towards basic management strategies positively.*” ve “*H14: Charismatic leadership style affects strategic decisions towards basic management strategies positively.*” hypothesis are **rejected**.

Table 7. Impact On Strategic Decisions Toward Conflict Management Strategies Of Leadership Styles

	B	Standard Deviation	Beta	t	Sig.
Independent Variables	1,953	,359		5,441	,000
Transformational leadership style	,074	,090	,106	,824	,412
Paternalist leadership style	-,058	,094	-,080	-,614	,541
Autocratic leadership style	,182	,069	,308	2,640	,010
Charismatic leadership style	-,013	,063	-,025	-,212	,833
R= ,320 R²= ,103 F= 2,344 p< 0,05					
Dependent variable: strategic decisions toward conflict management strategies,					

Regression analysis is used to measure strategic decision making towards strategic decision making and solving the problem and when data is analyzed pertaining to it the model is meaningful statistically (Sig: 0,00) Variables pertaining to leadership styles explain strategic decision making % 10.3 in other words strategic decision making and problem solving dimension is shaped by % 10.3 due to these factors. Therefore; when t-test results pertaining to standardized regression coefficient and the meaningfulness of regression coefficients are analyzed autocratic leadership style ($\beta = .308$ and $t = 2.640$) affect strategic decision making meaningfully ($p < 0.05$). On the other hand transformational leadership style, paternalist leadership style and charismatic leadership style do not affect strategic decisions towards detecting and solving the problems dimension meaningfully ($p > 0.05$). As a result; “*H6: autocratic leadership style affects strategic decisions towards conflict solving strategic decisions dimension positively.*” hypothesis is **supported**. But “*H3: Transformational leadership style affects strategic decisions towards conflict solving strategies positively.*”, “*H7: paternalist leadership style affects strategic decisions towards basic management strategies positively.*” ve “*H15: Charismatic leadership style affects conflict solving strategic decisions dimension positively.*” hypotheses are **rejected**.

Tablo 8. Impact On Strategic Decisions Toward Risk Taking

	B	Standard Deviation	Beta	t	Sig.
Independent Variables	3,221	,516		6,237	,000
Transformational leadership style	-,111	,129	-,111	-,861	,392
Paternalist leadership style	,016	,135	,015	,116	,908
Autocratic leadership style	-,202	,099	-,237	-2,034	,045
Charismatic leadership style	,248	,091	,317	2,730	,008
R= ,328 R²: = ,107 F= 2,465 p< 0,05					

Dependent variable: Strategic decisions toward risk taking

Regression analysis is used to measure strategic decision making towards risk taking and when data is analyzed pertaining to it the model is meaningful statistically (Sig: 0,00).) Variables pertaining to leadership styles explain detecting the problem and problem solving strategic decision making % 10.7 in other words strategic decision making and problem solving dimension is shaped by % 10.7 due to these factors. Therefore; when t-test results pertaining to standardized regression coefficient and the meaningfulness of regression coefficients are analyzed autocratic leadership style ($\beta = .237$ and $t = -2.034$ affect risk taking strategies meaningfully ($p < 0.05$). Besides, charismatic leadership style ($\beta = .317$ ve $t = 2.730$) affects risk-taking strategies meaningfully. On the other hand transformational leadership style and paternalist leadership style do not affect risk-taking strategies meaningfully ($p > 0.05$).) As a result; “H12: autocratic leadership style affects strategic decisions towards risk taking dimension positively.” hypothesis is **supported**. “H16: Charismatic leadership style affects risk taking strategies positively.” hypothesis is **supported, but** “H8: paternalist leadership style affects risk taking strategies positively.” and “H4: transformational leadership style affects risk taking strategies positively” hypotheses are **rejected**.

Conclusion and Recommendations

Leadership styles of top managers in four and five star hotels in İstanbul and the relationship between their strategic decisions are analyzed. Demographics of the participants show that they are experienced (% 29.9 10-14 years) have high educational levels (graduate: % 9.2 (8), bachelor: % 57.5 (50), associate degree % 26.4 (23).

Factor analysis shows of independent variables that top managers in four and five star hotel businesses have transformational, paternalist, autocratic and charismatic leadership styles. These leadership styles are apt for managing hotel businesses when environmental conditions are considered. Especially, in a sector of change transformational leadership, for motivational purposes paternalist leadership and implementing decisions and impressing subordinates is effective. Autocratic leaders are quick in dealing with the emergency situations. But this leadership style does not comply with the characteristics of the hotel businesses. Due to environmental conditions these leadership styles should be implemented. In our research, the results we obtained are also supported with research in the literature. Dalgın and Topaloğlu (2010) in their research at five star hotels in Marmaris area, found out that autocratic leadership style is partly used but transformational leadership and paternalist leadership is more common. Saldamlı and Özden (2010)’in their research comprising six hotels in İstanbul on subordinates and managers, hotel managers show transformational and active leadership

styles. Akbaba and Erenler (2008) found in their research on five star hotels in Turkey hotel managers show autocratic leadership styles highly towards work and low level autocratic leadership towards their subordinates. Sökmen and Boylu (2009), used path-goal theory, and carried out a research in Adana on three, four and five star hotels and found out paternalist leadership styles on managers. Tracey and Hinkin (1994) carried out a research on six hotel businesses in the U.S.A using MLQ scale found out that managers have transformational leadership styles.

Factor analysis show as dependent variable four strategic decisions: **“strategic decisions towards innovation and change”**, **“strategic decisions towards basic business strategies”**, **“strategic decisions towards conflict management and “strategic decisions towards risk taking”**.

In **“strategic decisions towards innovation and change”** managers see innovation and change strategically that brings new opportunities for businesses can be understood from their responses. On the other hand they support **“strategic decisions towards basic business strategies**. They show a reactive attitude towards **“strategic decisions for conflict management** and there is low risk taking in **“strategic decisions towards risk taking”**.

There are different perspectives on strategic decisions although no research is carried out on strategic decisions in tourism sector. Karabulut's (2005) evaluated strategic decision making in 64 industrial foreign capital enterprises and found out that top strategic decisions are made by the central management and in operational and functional decisions local decisions can be made. Zehir and Özşahin (2006) cannot find a relationship between swiftness in strategic decision-making and business performance in 73 firms in manufacturing sector. Iran (2004) found out that communication technologies make decision making effective for managers. Alpkan (2000a) found out that there is a relationship between managerial traits and strategic choices. In strategic choices, managers with a high motivation of success have aims of profitability and growth and managers with sense of belonging and power evaluate risk and ambiguity as an opportunity.

There are meaningful results between the variables in our research. Transformational and paternalist leadership styles show positive, middle level meaningful relationship in innovation and basic business strategies, autocratic leadership styles show positive, middle level meaningful relationship in detecting the problem and solving it.

Leadership styles that affect dependent variables we see transformational and paternalist relationship in strategic decisions towards innovation and change. Transformational leadership style has characteristic that is supported by the literature (Cömert, 2004; Bakan, 2008; Özalp and Öcal, 2000; Topaloğlu and Avcı, 2009). Besides paternalist leadership style in strategic decisions can be also affected by the cultural structure of Turkey.

Autocratic leadership style is effective in conflicts and detecting problems and solving them due to the nature of hotel business of which feedbacks are common. In risk taking autocratic and charismatic leaderships are effective. Leaders that show autocratic traits take less risk is not supported by the literature. Besides, autocratic

leaders in their position supported by law can take more risks. Charismatic leaders are more effective in risk taking and ambiguity is also supported by the literature (Yeşilyurt, 2007), which also our research shows.

Recommendations; the forthcoming studies on this subject can enlarge the space and sampling and concentrate on qualitative research as well as quantitative. As seen in the literature research is limited on this subject. A scale needs to be developed on strategic decisions in tourism businesses.

Businesses when selecting staff should be aware of leadership styles of the candidate. Every leader in every business may not be succeeding. Every of aims may not be realized with every of leader styles. Especially, in hotel businesses where there is competition, risk and change, selection of transformational leaders may suit much more

Note: This article product from master thesis named "Relationship between Strategic Decision Making and Leadership Styles: An Application in 5 Star Hotel in Istanbul" that has prepared at Duzce University, Institute of social science. Also, this article was supported by fund for Scientific Research Projects of Duzce University.

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