

## THE EFFECT OF TRANSFORMATIONAL LEADERSHIP ON STRATEGIC MANAGEMENT

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### ABSTRACT

This study aims to examine the effect of transformational leadership on strategic management. Transformational leadership and strategic management are very important issues. It is seen that successful companies attach great importance to these concepts. Even normal companies may face bad results if they do not take these factors into consideration. In this study, these factors are reviewed in detail. In this study, a total of 403 people were surveyed in Zirve Map Construction Engineering Company in Istanbul and Lokman Pharmaceutical Warehouse in Antalya. SPSS28 package programs were used for analysis. Frequency and frequency percentage values, confirmatory factor analysis, cronbach alpha coefficients were used. The normal distribution of variables was checked with skewness and kurtosis values. The relationships between variables were examined by Pearson correlation and hierarchical regression analyzes.

**Keywords:** Transformational Leadership, Strategic Management, Leadership, Strategy, Management.

### 1. Introduction

#### 1.1. Problem status

Transformational leadership is very important today. Transformational leadership begins with people believing different opinions about themselves and others. The first of these is that leadership is not a duty but a way of being. Secondly, while leadership in the past meant power and control over other people, it started with the aim of making other people realize their power and leadership potential in our age. Third, while leadership in the past was based on getting people to do things, today it is a mutual relationship in which each participant will have a valuable formula of purpose and can act morally, bravely, honestly and confidently (Owen et al., 2010). Also, they know how to reward themselves, but they are also their own cruelest judges. In the pursuit of leadership, organizations can uncover such people by asking candidates what they did in their formative years. Self-directed people will always be people who have faced great challenges, whether in education, outside of school, or in their profession (Vries, 2007).

According to W. Bennis, the rapid changes that occur must constantly re-examine themselves, not only by the general managers, but also by leaders at all levels within the organization. These changes lead the leaders of our century to constantly re-create their companies. The only way to run companies in this chaotic world is for future leaders to learn to create an environment that will perceive change as good rather than bad (Bennis, 1997).

Strategy all in all a necessary view to generate a high return on investment Define a firm's long-term position in the market, strike a difficult balance about what the firm will or will not do to provide value to customers, simulate a hard-to-replicate fit between parts of the firm's operating system to value customers (Lesinger, Yinal ve İşman, 2021). includes doing. As for the strategic management issue; We can compare it to a game of chess. The player develops strategies related to the game and applies them by bearing the pros and cons. As a result, it wins, loses or ends in a draw. It is similar in strategic management in businesses. According to the strategy he follows, he either wins or loses or stays in place. We can attribute this to the fact that there are chessboards and pieces on the covers of many strategic management books. Strategic management is a very comprehensive subject. There are many thick books written on this subject. Strategies to be implemented in these books are explained in detail. Businesses that implement them are often successful. Based on this information, in the study, the effect of transformational leadership on strategic management are there?" The answer to the question has been sought.

#### 1.2. Purpose of the research

The aim of this study is to investigate the effect of transformational leadership on strategic management. The research will also try to prove the following hypotheses:

H<sub>1</sub> : Transformational leadership's "Inspirational Motivation" sub-dimension has a positive effect on the "Mission" sub-dimension of strategic management.

H<sub>2</sub> : The "Idealized Impact" sub-dimension of transformational leadership has a positive effect on the "Mission" sub-dimension of strategic management.

H3 : The "Individual Interest" sub-dimension of transformational leadership has a positive effect on the "Mission" sub-dimension of strategic management .

H 4 : The "Intellectual Stimulation" sub-dimension of transformational leadership has a positive effect on the "Mission" sub-dimension of strategic management.

H 5 : The "High Expectation of Success" sub-dimension of transformational leadership has a positive effect on the "Mission" sub-dimension of strategic management.

H 6 : Age of business has a moderator role in the relationship between the "Idealized Impact" sub-dimension of transformational leadership and the "Mission" sub-dimension of strategic management.

H 7 : Age of business has a moderator role in the relationship between the "Inspirational Motivation" sub-dimension of transformational leadership and the "Mission" sub-dimension of strategic management.

H 8 : Age of business has a moderator role in the relationship between the "High Expectation of Success" sub-dimension of transformational leadership and the "Mission" sub-dimension of strategic management.

H 9 : Age of business has a moderator role in the relationship between the "Intellectual Stimulation" sub-dimension of transformational leadership and the "Mission" sub-dimension of strategic management.

H 10 : Age of business has a moderator role in the relationship between the "High Expectation of Success" sub-dimension of transformational leadership and the "Mission" sub-dimension of strategic management.

### 1.3. Importance of research

Leadership and strategic management are indispensable in business management, country management, and sports activities. There are many variations of contemporary leadership theorems. In this study, Transformational Leadership and Strategic Management, which are very important today, will be emphasized. The main purpose of the research is; Transformational Leadership and Strategic Management are examined and tested on an integrated model. For this reason, it is thought that the research will contribute to the literature.

### 1.4. Limitations

This work,

- It is limited to the sources used in the research.
- In the Turkish Republic of Northern Cyprus, it is limited to 403 employees, each in a separate sector.
- It is limited to the scales used in the research.

### 1.5. Definitions

**Transformational leadership:** It is a leadership approach that the leader can use to move and develop team members forward (Hacitahiroğlu, 2012).

**Strategic management :** It is the process of planning, directing and controlling the resources of an organization in order to achieve its long-term goals (Coşkun, 2011).

## 2. Theoretical Framework

### 2.1. Transformational Leadership

The highly successful leader is that managers think differently from the vast majority of their peers. The integrative way of thinking they practice is not a science of space that no one can understand. It is a sensible and practical way of thinking. But this way of thinking requires ingenuity and originality that can only come with experience. Not accepting the obvious in the first place is something that gives experience the value it deserves (Martin, 2008).

When you look at information and the speed of transformation, leaders' moods, energies, relationships and their contribution to the climate come to the fore in a much more decisive way (Private, 2018). It is difficult for someone who is not prone to change to be an effective leader. Contemporary society does not give us the luxury of choosing between the status quo and change. Whether we admit it or not, change is permanent and the pace of change is accelerating every day. For example, if we consider the differences between the lifestyles of our grandparents and our grandparents; In just two generations, we moved from a horse-drawn carriage to a space shuttle. Or consider this: any daily newspaper contains as much information today as the medieval louse was exposed to in his entire life. In the 1980s and 1990s, the corporate world witnessed a major paradigm shift that affected the way many organizations operate. This change came to the fore as a result of the changes in many characteristics in societies and these changes continue in the new millennium. We can summarize them as follows (Vries, 2007):

- Significant demographic changes are taking place. Urbanization is accelerating and segments called minority groups are growing.
- Information and communication technologies are in an explosive growth.
- The new economy, which is reflected in e-commerce, differentiates our view of traditional business models. • Euro's influence is increasing.
- Since the fall of the Iron Curtain, Eastern Europe and Russia continue to experience dramatic changes.

- Africa, the Pacific coast and the Far East are dealing with problems in health, finance, education, ecology and management under the conditions of rapid growth.
- Management is increasingly globalizing. Large-scale reorganization and downsizing efforts are integral to this trend. In addition, the consolidation of companies is increasing with mergers, acquisitions and strategic alliances on a global scale.

Leaders who are smart enough to realize that they cannot ignore the above changes are looking for answers. They want to know what consequences all these changes will bring for their organizations, and they have to. They want to know what changes in the market will demand for approaches to selecting and developing future leaders (Vries, 2007).

## 2.2. Vision Connection of Transformational Leadership

The transformational leader has a vision that is drastically different from the current situation. In the direction of this vision, the followers take the leader as an example, benefit from his thoughts and experiences, and get the reassuring power from the leader to implement their own thoughts (Arslantaş & Pakdemir, 2007). As Katherine Catlin puts it, 'It's common for a leader to think his vision is too clear in everyone's eyes. Because he has thought of every little detail and everything is very clear to him. But often, the thinking action done in the background of the vision was not shared with the others. So people have only a kind of one-dimensional view of this vision. It does not allow for methodologies, systems, and plans that work in this limited vision (Campbell & Samiec, 2010).

Vision is the cornerstone of strategic thinking. Maybe strategic thinking itself. Vision is about being able to foresee or dream about the future. Strategic thinking is just that. Essentially, all people have a vision. Over time, over the years, certain beliefs begin to emerge, both in people, in institutions, and in nations. These beliefs affect and limit our thoughts. We are now inclined to think only in the perspective of these belief boundaries. A firm's top executives and board of directors also develop certain beliefs over the years about what the firm can do, the characteristics of the markets, the character of the employees, and the nature of competition. These beliefs largely determine how creative one can be when creating the vision or strategy. All of these beliefs can often have harmful consequences. If the board of directors believes that the company cannot do certain issues, it may miss the very important information that has reached them regarding this issue. These beliefs may hinder the evaluation of information that could pose a significant opportunity or threat to a company. However, in a world where change is so fast, it is imperative to abandon traditional beliefs and be sensitive to all important information that will concern the future of the company (Kirim, 1998).

## 2.3. Strategic Management

In the five hundred years BC, each high-ranking commander and general in the Athenian army was called 'straegos', the leader of the army. Generally, this concept means 'related jobs or persons'. Strategic management can be defined as the science and art of shaping, executing and evaluating cross-functional decisions to enable an organization to achieve its objectives. This definition focuses on strategic management's integrated view of marketing, finance, accounting, manufacturing, operations, information systems, research and development to ensure corporate success. Creating and using different and new opportunities for tomorrow is the aim of strategic management. Strategies mean goals to be achieved in the long run. Business strategies can include geographic expansion, product differentiation, market concentration, partnership, acquisition or sale of the company (Taşkın, 2010).

The factor that is essentially effective in the strategy is to make the difference from the competitors. Otherwise, successful marketing may create an artificial differentiation, which will not be permanent. After all, all the money spent is wasted. Therefore, it would be more beneficial for companies to consider what they can do to make a difference. Not only in the textile field, but also in almost all sectors, even in the service sector, the solution to this lies in creating a design culture (Kirim, 1998). Today, the whole world is aware of the limitless use of the wonders that the computer can create. The revolution is now in motion, it is impossible to stop it now. With this revolution came a very high learning rate. This can be called the learning revolution. In other words, the period we are in is an incredibly active age where we have to learn new things every day. The most important fuel of this mobility is computer and telecommunication. In terms of both corporate and personal careers, the prerequisite for sustaining life in such a period is high-speed learning and continuous change. The most important characteristic of the period we live in is speed, and technological change has made speed possible. In such a world, differentiation is not about creating the best, but by creating the right time in the best way. In a world like this, five-year plans won't do much, because everything is constantly changing. While thinking about the medium term, it is necessary to take instant action and to be able to make the necessary moves in the current situation (Kirim, 1998).

### 3. Method of Research

There are many studies in the literature about transformational leadership and strategic management studies. The purpose of this research is to examine the relationship between transformational leadership and strategic management and the moderating effect of business size and business age on the relationship between these two variables. For this purpose, predictive correlational quantitative analysis method was used in the study.

#### 3.1. Universe and Sample

The population of the research consists of employees of private sector companies in TRNC. This was chosen because it is more easily accessible by the researcher and is time and cost constraints. Since it was not possible to reach the entire universe, the survey form link was sent online to a total of 403 employees, who could be reached by the researcher, using simple random sampling method, and the survey form was applied online.

#### 3.2. Data Collection Tools

The questionnaire form consists of three parts. In the first part, there are expressions of “Transformational Leadership” scale. The aforementioned scale was published by Podsakoff et al. It was developed by in 1990. The scale has five sub-dimensions and there are a total of 23 items in the scale. 8 of these items belong to "Inspirational motivation", 5 of them "Idealized effect", 3 of them "Individual interest", 4 of them "Intellectual stimulation" and 3 of them "High expectation of success" sub-dimensions. A 5-point Likert response system was used in the scale: 1=I totally disagree, 2=I do not agree, 3=I am undecided, 4=I agree, 5=I totally agree.

In the second part, there are 11 questions in total, 8 about the demographic characteristics of the employees and 3 about the companies they work for.

In the third part, there are expressions of “Strategic Management” scale. The scale statements in question were adapted from Alpkın (2000) thesis study and Barringer and Bluedorn's (1999) article. The scale has three sub-dimensions and there are a total of 15 items in the scale. 4 of these items belong to "Vision", 7 of them "Mission" and 4 of them belong to "Strategy" sub-dimensions. A 5-point Likert response system was used in the scale: 1=I strongly disagree, 2=I do not agree, 3=I am undecided, 4=I agree, 5=I totally agree.

The value calculated in Chronbach's Alpha test should be greater than 0.70 (Nunnally & Bernstein, 1994). In this research, Chronbach's Alpha coefficients are; 0.856 for “inspirational motivation” sub-dimension, 0.819 for “idealized influence” sub-dimension, 0.771 for “Individual interest” sub-dimension, 0.748 for “Intellectual stimulation” sub-dimension, 0.724 for “High expectation of success” sub-dimension, overall, 0.736 for the “Mission” sub-dimension, 0.849 for the “Vision” sub-dimension, 0.853 for the “Strategy” sub-dimension, and 0.833 for the overall strategic management scale. Therefore, the reliability of the scales is ensured.

#### 3.3. Data analysis

AMOS 24 and SPSS 22 programs were used for the analysis of quantitative data. First of all, the demographic characteristics of the employees and the frequency and frequency percentage values for the characteristics of the employees' companies were connected to the analyzes, and then confirmatory factor analysis (CFA) was carried out for the scales used in the research. Afterwards, Cronbach's alpha coefficients were calculated to determine the internal consistency of the scales used. The normal distribution of the variables was checked with skewness and kurtosis values . Finally, the relationships between the variables were examined by Pearson correlation and hierarchical regression analyses.

### 4. Findings

#### 4.1. Demographic Information

**Table 1. Demographic Characteristics of the Participants**

<b>Gender</b>	<b>f</b>	<b>%</b>
Male	242	60.1%
Woman	161	39.9%
<b>Total</b>	<b>403</b>	<b>%one hundred</b>
<b>Age</b>		
Z belt (20 age And six )	41	10.2%
Y belt (21 years old with 40 years between )	271	67.2%
x belt (41 years old with 57 years between )	80	19.9%

babyBoomers (58 age And above )	11th	2.7%
<b>Total</b>	<b>403</b>	<b>%one hundred</b>
<b>Education Status</b>		
High school And six	188	46.7%
associate degree	15	3.7%
Licence	179	44.4%
High licence And above	21	5.2%
<b>Total</b>	<b>403</b>	<b>%one hundred</b>
<b>English don't know Status</b>		
He knows	132	32.8%
He does not know	271	67.2%
<b>Total</b>	<b>403</b>	<b>%one hundred</b>
<b>Available At the workplace Study Time</b>		
5 years And more little	153	37.9%
6-10 year	115	28.5%
11-15 years	57	14.1%
16 years And more more	78	19.5%
<b>Total</b>	<b>403</b>	<b>%one hundred</b>
<b>in business Position</b>		
Lower level	142	35.2%
Middle level	222	55.1%
Top level	39	9.7%
<b>Total</b>	<b>403</b>	<b>%one hundred</b>
<b>in business Worker Number</b>		
249 And more little	151	37.5%
250 And more more	252	62.5%
<b>Total</b>	<b>403</b>	<b>%one hundred</b>
<b>Business Age</b>		
20 year And six	151	37.5%
21 year And above	252	62.5%
<b>Total</b>	<b>403</b>	<b>%one hundred</b>

Employees who participated in the research; 60.1% male, 39.9% female, 67.2% Y generation, 19.9% X generation, 10.2% Z generation, 2.7% 'BabyBoomers' generation, 46.7% high school graduates and below , 44.4% have a bachelor's degree, 5.2% have a master's degree or higher, 3.7% have an associate degree, 67.2% do not speak English, 32.8% speak English, 37.9% have 5 years or less , 28.5% have been working for 6-10 years, 19.5% have been working for 16 years or more, 14.1% have been working at their current workplace for 11-15 years, 55.1% have been working at middle level, 35.2% have been working at lower level , 9.7% of them are high-level employees, 62.5% of the company they work in Istanbul Zirve Map Construction Engineering has more than 250 employees, 37.5% of them has less than 249 employees, 62.5% of them work in the company for more than 21 years has been operating for less than 20 years in the company 37.5% of which works.

**4.2. Correlation Analysis**

Before starting the hierarchical regression analysis, the relationships between the variables were tested using Pearson correlation analyses. In the age variable of the enterprise; 20 years and below are coded as “1 (Newer)” and 21 years and above are coded as “2 (Older)”. Companies with less than 249 employees are coded as “1 (Smaller)” and companies with more than 250 employees are coded as “2 (Larger)” in the size of the business variable.

**Table 2.** Results of Correlation Analyzes

Variables	one	2	3	4	5	6	7	8	9	10
one.	one									
Inspiration Transmitter Motivation										
2. idealized Effect	0.419**	one								
3. Individual Interest	0.482**	0.427**	one							
4. Intellectual Stimulation	0.466**	0.362**	0.368**	one						
5. High Success expectation	0.375**	0.282**	0.227**	0.401**	one					
6. Business Age	-0.027	-0.120*	-0.078	-0.035	0.015	one				
7. Business size	0.275**	0.201**	0.168**	0.233**	0.265**	0.218**	one			
8. Vision	0.519**	0.615**	0.579**	0.509**	0.219**	0.290**	0.246**	one		
9. Mission	0.449**	0.609**	0.528**	0.482**	0.206**	0.219**	0.174**	0.851**	one	
10. Strategy	0.526**	0.644**	0.573**	0.533**	0.176**	0.197**	0.215**	0.803**	0.862**	one

p< .01, \* p<.05

With the dependent variables “Vision”; “Inspirational Motivation” (+r=0.519, p<0.01), “Idealized Impact” (+r=0.615, p<0.01), “Individual Interest” (+r=0.579, p<0.01), “Intellectual Stimulation” (+r=0.509, p<0.01), “High Expectation of Success” (+r=0.219, p<0.01), “Age of Business” (+r=0.290, p<0.01) and “Business Size” (+r= 0.246, p<0.01);

With “Mission”; “Inspirational Motivation” (+r=0.449, p<0.01), “Idealized Impact” (+r=0.609, p<0.01), “Individual Interest” (+r=0.528, p<0.01), “Intellectual Stimulation” (+r=0.482, p<0.01), “High Expectation of Success” (+r=0.206, p<0.01), “Age of Business” (+r=0.219, p<0.01) and “Business Size” (+r= 0.174, p<0.01);

With “Strategy”; “Inspirational Motivation” (+r=0.526, p<0.01), “Idealized Impact” (+r=0.644, p<0.01), “Individual Interest” (+r=0.573, p<0.01), “Intellectual Stimulation” (+r=0.533, p<0.01), “High Expectation of Success” (+r=0.176, p<0.01), “Age of Business” (+r=0.197, p<0.01) and “Business Size” (+r= 0.215, p<0.01).

**4.3. Testing Research Hypotheses with Hierarchical Regression Analysis**

In the hierarchical regression analyzes conducted to test the research hypotheses, the sub-dimensions of transformational leadership: Inspirational Motivation, "Idealized Impact", "Individual Interest", "Intellectual Stimulation" and "High Achievement Expectation" as independent variables; “Business Age” and “Business Size” moderator variables; “Mission”, “Vision” and “Strategy”, which are the sub-dimensions of strategic management, were added to the equations as dependent variables.

In the equations, in the first step, there is the moderator variable related to the independent variables, and in the second step, the interactions between the independent variables and the moderator variable. In order not to encounter multicollinearity problems, independent variables and moderator variables were “mean-centered” (Edwards and Lambert, 2007).

Controls were made for some assumptions of the hierarchical regression analyzes performed . The results are as presented in Table 3.

**Table 3. Hierarchical Regression Analysis Assumptions**

Equation	Multiple Correlation Problem		autocorrelation	Normal Distribution of Residual Values		
	VIF	Tolerance		DW Is.	Residual Values	Residual ValueOr
1. Moderator: Age of Business, Dependent: Mission	1.001-1.486	0.858-0.998	1,903	-0.786	0.592	0
2. Moderator: Age of Business, Dependent: Vision	1.003-1.341	0.746-0.997	2.123	-0.423	0.847	0
3. Moderator: Age of Business Dependent: Strategy	1.002-1.251	0.799-0.998	1979	-0.316	0.917	0
4. Moderator: Business Size, Dependent: Mission	1.001-1.320	0.758-0.999	2.138	-0.525	0.737	0
5. Moderator: Business Size, Dependent: Vision	1.005-1.211	0.826-0.995	1.909	-0.705	0.281	0
6. Moderator: Business Size, Dependent: Strategy	1.002-1.202	0.832-0.998	2.052	-0.285	0.807	0

Since VIF values are between 1 and 5, there is no multicollinearity problem (Sipahi et al., 2010), Since Durbin Watson coefficients are between 1.5 and 2.5, there is no autocorrelation problem (Kalaycı, 2010), Since skewness and kurtosis values of residual values are between -2 and +2 residual values have a normal distribution (George & Mallery, 2019), mean of residual values is zero (Kalaycı, 2010). Thus, it is observed that all assumptions are met. The results of the hierarchical regression analysis for the first equation, in which “Business Age” was taken as the moderator variable and “Mission” as the dependent variable, are as presented in Table 4.

**Table 4. Results of Hierarchical Regression Analysis of the First Equation**

	$\beta 1$	$\beta 2$	$\Delta R^2$	$R^2$
<b>Step-1</b>			0.450**	
Inspiration Transmitter Motivation	0.165*	0.163*		
idealized Effect Individual Interest	0.181*	0.176*		
Intellectual Stimulation	0.173*	0.170*		
	0.179*	0.175*		
High Success expectation Business Age	0.033	0.031		
	0.153*	0.151*		0.487**
<b>Step-2</b>			0.037**	
Inspiration Transmitter Motivation * Business Age		-0.008		
idealized Impact * Business Age Individual Interest * Business Age		-0.154*		
Intellectual Stimulation * Business Age		0.202*		
		-0.013		
High Success Expectation * Business Age		-0.029		

**Note:** \*\*  $p < .01$ , \*  $p < .05$

As can be seen in Table 4, in the first step ( $\Delta R^2 = 0.450$ ;  $p < 0.01$ ); inspirational motivation ( $\beta = 0.165$ ;  $p < 0.05$ ; H1 hypothesis accepted), idealized influence ( $\beta = 0.181$ ;  $p < 0.05$ ; H2 hypothesis accepted), individual interest ( $\beta = 0.173$ ;  $p < 0.05$ ; H3 hypothesis accepted) and intellectual While stimulation ( $\beta = 0.179$ ;  $p < 0.05$ ; H4 hypothesis accepted) has positive effects on the mission, high success expectation ( $\beta = 0.033$ ;  $p > 0.05$ ; H5 hypothesis rejected) has no significant effect on the mission.

In the second step ( $\Delta R^2 = 0.037$ ;  $p < 0.01$ ), idealized effect\*business age ( $\beta = -0.154$ ;  $p < 0.05$ ; H7 hypothesis accepted) versus individual attention\* business age ( $\beta = 0.202$ ;  $p < 0.05$ ; H8 hypothesis accepted) their interactions are significant; inspirational motivation \*business age ( $\beta = -0.008$ ;  $p > 0.05$ ; hypothesis H6 rejected), intellectual stimulation\*operational age ( $\beta = -0.013$ ;  $p > 0.05$ ; hypothesis H9 rejected) and high expectation of success\*operational age ( $\beta = -0.029$ ;  $p > 0.05$ ; H10 hypothesis rejection) interactions are seen to be meaningless.

In the light of these results, inspiring motivation, idealized influence, individual attention and intellectual stimulation positively affect the mission; not affected by high achievement expectation; It is deduced that the positive relationship between idealized impact-mission is stronger in younger businesses and that the positive relationship between individual attention\*mission is stronger in older businesses.

## CONCLUSION AND RECOMMENDATIONS

In our rapidly changing world, there are transformations in strategic management as well as in every field. These transformations are also of great interest to businesses. With the globalization of the world, the conditions of competition have changed, and this differentiation has increased the existing risks for companies. Transformational leaders who want to sense the risks and run the company in a robust way in the long run have had to make their strategic management more rational. How strategic management, which is the management system that businesses actively use, is aligned with the practices of transformational leaders who manage businesses is of great importance in terms of understanding the issue. The fact that the actions of transformational leaders are aligned with strategic management is a significant gain for the company. There is no doubt that developments in this field will continue in the coming years as the characteristics of strategic management become more evident. Transformational leaders will demonstrate their importance by advancing themselves as much as possible and by making significant improvements in making companies better. Transformational leaders need to optimize their existing strategies by taking steps appropriate to strategic management. The main objective should be to improve the situation of the company by bringing the strategic management of the transformational leaders to a qualified state with the right decisions and practices.

As a result of the analyzes made; Inspirational motivation, idealized influence, individual attention, and intellectual stimulation positively influence the mission; not affected by high expectation of success; The positive relationship between idealized impact-mission is stronger in younger businesses, the positive relationship between individual attention\*mission is stronger in older businesses, and the positive relationships between individual attention-mission and intellectual stimulation\*mission are stronger in younger businesses; Inspirational motivation, idealized influence, individual attention, and intellectual stimulation positively influence vision; It was found that high achievement expectation did not affect it.

The following suggestions can be considered for new studies to be done:

- This study can be done with other companies and the results can be compared with this study.
- This study can be done in different sectors.
- The effect of different leadership approaches on the strategic management process can be investigated. For example, 'The Effect of Servant Leadership on Strategic Management'.
- Apart from the scales used in this research, a similar research can be done with different scales.
- The importance of transformational leadership and strategic management should be emphasized in order to design the future effectively.

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