Colouring Turkish Management Type:
An Empirical Analysis on Supermarket Store Managers

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Abstract: This research presents Spectral Management Types and carrying out of these styles in Turkish managers. This approach leads to eight different kinds of management types. Spectral theory of personality consists of three important characteristics of a manager – cognitive, affective, and behavioural. In this research Spectral Management Type Inventory (SMTI) is used for Turkish managers in a supermarket store. The research is conducted with mixed methodology. Both qualitative and quantitative methods are conducted. At the end of the research, just five managerial types are determined. In terms of their colours, Turkish managers have large managerial perspectives.

Keywords: Management, Management Types, Managers

Managerial Types

Managers have to have some developmental skills for being effective and successful in organisations. The abilities of experienced managers (like knowledge, skill, experience, personality) are emphasized in different ways (Eren, 1989; Koçel, 1999). In macro perspective, the most important external factors that affect the behaviours of managers are education, culture, economical and social environment.

Managers are classified differently in the literature. The most popular classification is about democratic-autocratic managers. In this study, firstly, Spectral Management Type Inventory (SMTI) - developed by Baruch and Lessem (1995) and updated afterwards (Baruch & Lessem, 1997; Lessem & Baruch, 1999) - is practiced. The dominant dimensions of personality of managers are pointed out.

The eight managerial types are: Innovative Manager, Developmental Manager, Analytical Manager, Enterprising Manager, Manager of Change, People Manager, Action Manager and Adoptive Manager.

The detailed information on SMTI and explanations of this spectrum were given below:
In this spectrum, the dimensions appeared to have effects on the personality of the managers. At the introduction of the spectrum it follows as "SMTI reflects your personal and cultural features as a manager. It is affected by your personal features, your personality, your age and your culture. Your cultural appearance is affected by your roles and status at the level of national, organisational and professional contexts. You can learn which type of manager you are as to fill in the questionnaire below. Although you may have all features of 8 manager types, one of them would be dominant. So there is no good or bad score in this spectrum".

The eight managerial types are summarised below (Lessem, and Baruch, 1999:11-13):

Innovative Manager

Innovative managers (violet) are total originals, able to create something out of seemingly nothing. They are propelled forward by an inner compulsion, which is projected onto others by a powerful and visually expressive imagination. They will be creative learners and while in a group will emerge as inspired team members. The innovator is probably the rarest of all managers, though s/he is probably more likely to be found in Silicon Valley than anywhere else. Such managers are the inventors and visionaries, pointing a group, in the most picturesque language, towards a promised land. Such team members, if their strengths go unrecognized, can become dogmatic, intolerant and intolerable.

In fact often innovative managers consider themselves as idiosyncratic loners, incapable of being integrated into a team, and may need the patience and insight of a harmoniser to form a bridge between themselves and more conventional others.

Developmental Manager

Developmental managers (indigo) play a balancing role, more similar with that of enabler rather than fixer that is essentially developmental in nature. For the developmental manager is able to recognize and harness the forces of diversity. Co-operation and interdependence is to developmental managers what co-ordination and dependability is to the analytical manager. These types of managers learn through depth of insight and breadth of exposure rather than through focused instruction or personal challenge. As team members, then, harmonisers are essentially constructive where others are provocative or even destructive.

Analytical Manager

The analytical manager (blue) is the original executive. S/he fits comfortably into "role" or functionally based organizations where bureaucracy, in either its negative or positive sense, prevails. Impersonal, objective and honest in their dealings, such managers prefer certainty to uncertainty and well plans to different manoeuvres. Analytical managers are a force of law and order in their organizations and progress through the managerial hierarchy along conventional promotional lines. As a team member, s/he would best be the conventional chairperson or team leader. Analytical managers welcome authority and responsibility, and want roles, rules and routes to be closely prescribed. As team members, they are practically thoughtful, and are good organizers in the conventional sense of the word.

Enterprising Manager

Enterprising managers (green) can manage new markets, recognize and grasp new business opportunities, and generally enjoy the rough and tumble of business life. They are certainly gamesmen and women who love a good scrap, and respond immediately to a challenge, especially if it involves some personal and financial risk. Enterprising managers are at home in the sales-force, in charge of a profit centre or heading up a new venture. They may be ruthless and unscrupulous but also fun loving, larger than life characters. Such entrepreneurial characters learn from emotionally laden experiences. The enterprising managers take most of the responsibility on themselves. This type of manager is typically proactive, seizing every possible opportunity to steer the group in his/her desired direction. S/he is emotionally influential and commercially realistic. If his/her strength become overdone, such a person may sabotage group proceedings to retain influence.

Manager of Change

The manager of change (yellow) is intellectual rather than emotional or practical. Such managers need to work in a mentally stimulating environment, and will seek professional advancement within a particular organization. As a result managers of change can be prone to job hopping, for the sake of professional stimulus rather than, at least primarily, money or status. Managers of change will learn through trial and error, applying their minds to particular tasks and then learning from the consequences. As a team person then, s/he enjoys working with a wide variety of people. Such a person finds group problem solving stimulating and such a "networker" will use every opportunity available to involve people from outside the group with them. In that context this type of managers will seek to generate and share ideas with as wide a circle of contacts as possible; work, then, must be fun. Should his/her strengths be ignored s/he may become argumentative and stubbornly resistant to authority, thereby preferring varied consultancy based activity to ongoing, functionally based work.

People Manager

People managers (orange) are naturally friendly, sociable and warm. They characteristically emerge from the sales-force or from the shop floor, rather than through the graduate management ranks. Such a "people orientation" in Japan is a prerequisite for advancement across all management ranks. The people manager finds it difficult to acquire knowledge outside of concrete situations, in association with either people or things. S/he may be the one to remember, and to celebrate, birthdays both of individuals and also of critical events in the history of the group or company. If his/her strength is overdone s/he may spend all their time being nice to others.

Action Manager

Action manager (red) is at a premium in very fast moving industries, where the expression "work hard, play hard" has become commonplace. In a production or distribution context where an action speaks louder than words such a "red" management orientation is often called for. The ability to act fast, and to enact situations, can be at a premium. S/he learns best, and fastest, in crisis. Characteristically action managers need to react to external stimuli, in order to learn, and find that any from of management education that is divorced from action is meaningless. This type of manager values deeds far above words. For that reason s/he tends to be reactive rather than proactive, thriving on crises, where external stimuli provoke him or her to action. In fact the compulsive action wo/man can wreak harm by doing things at the wrong time and in the wrong place, not to mention a propensity to do battle, come hell or high water. Therefore, in a group context, s/he might try getting on with the job rather than thinking about it.

Adoptive Manager

Adoptive manager (grey) is virtually nonexistent in Western Europe and America. For this type of manager has such humility, and faith in the company or the creed, that s/he has minimal individual identity. This person manager immerses him or herself in the surrounding group and culture completely. Adoptive manager is able to carry out required tasks with a degree of persistence and precision, typified by the Japanese and the South Koreans.

The Aim of The Research

In this research, 24 stores of a National Supermarket Chain in Turkey, are included, and the theory is tested by standardized questionnaires and semi-structured interviews. The managerial properties of the managers are meant to measure by the questionnaire. The research is a pre-test of SMTI in a supermarket chain in Turkey.
In this research, following the theoretical explanation of the managerial types, questionnaires were issued and implemented within stores of well-known chain-stores in Turkey.
Standard questionnaire form was used as to explore whether the participants are in line with the managerial types indicated in the literature.

The Limitations of the Research

The main limitation of this research is the replication of this study made possible in only one company. The research has been conducted within 5 months within the same sector. However, this research may be considered as a pilot study that the research framework can be applied to different sectors in Turkey.

The Methodology

For this research, the standardized questionnaire prepared by Baruch and Lessem (1999) is used with their written consent. There are additional 24 questions on measuring the managerial types of the managers qualitatively. During the quantitative research, frequency analyses, Factor Analysis, Cluster Analysis and Reliability Tests are applied.

The Sampling Method

The sample of the research consists of 59 store managers. There are totally 79 store managers and hence replication rate is 74.68 % which is at acceptable level. In participant stores (one store manager and 2 or 3 deputy managers are employed). Within the retail sector in which competition is intensive the role of personnel and the management have been increasing. So retail sector may be a good choice to explore the managerial types.

Findings

The data are analysed by SPSS 15.0 at the end of the research. In addition to the management types, the relationships between the demographics and management types are sought. The managers are categorised according to personal characteristics at the end of the analyses.

As it is seen in Table 1, managers are mostly male, young, married and collage graduates. They are also mostly deputy store managers having 1-5 years of work experience and they have chosen their jobs intentionally.

Table 1. Demographic Findings

		n	%
Gender	Female	10	16,9
	Male	49	83,1
Age	-30	45	76,3
	31-45	14	23,7
Marital Status	Married	53	89,8
	Single	6	10,2
Education	Collage	40	67,8
	Under-	14	23,7
Graduate		5	8,5
	Graduate		
Status	Vice Manager	43	72,9
	Manager	16	27,1
Experience	-1 year	4	6,8
	1-5 years	38	64,4
	5-10 years	6	10,2
	10+ years	11	18,7

In terms of factor analysis (KMO=0,748) and cluster analysis, instead of eight managerial types, five managerial types are determined (78,223 % of variance is explained). Innovative (violet)**,** Enterprising (green) and People (orange) Managers could not be determined at the end of the research.

Table 2. Results of Reliability Tests

	Alpha-Cronbach (α)
Action Manager (red)	0,71
Developmental Manager (indigo)	0,73
Manager of Change (yellow)	0,67
Analytical Manager (blue)	0,69
Adoptive Manager (grey)	**0,79**

In Lessem and Baruch's research there were eight managerial types that was the inspiration of this study. However as a result of this study, five managerial types were found. Adoptive, developmental and action managerial types could be identified within the sample. However two of the apparent managerial types are not so explicit as change manager with ($\alpha=0,67$) and analytical manager with ($\alpha=0,69$) that the cronbach alpha levels are below 0.70.

In terms of the results, the most valuable manager type is Adoptive Manager ($\alpha=0,79$). The *grey* colour shows imitative aspects of learning. Learning process has the most important and general tendency in Turkish managers' characteristics. First Learning and imitating, than developing (*indigo*) their knowledge and showing their experiences in action (*red*) are the most important behaviours of Turkish Managers. Analytical (*blue*) and change (*yellow*) managers are also be defined. Finally, in order, grey, indigo, and red are prior colours of Turkish managers. Secondly, blue and yellow colours are also available within these managers.

Conclusion

The SMTI, is a measure of managerial styles but not effectiveness. There are innumerable colour combinations which will affect the shading of a particular managerial type. Different combinations of colour can be seen in different cultures. Some "colours" are more prevalent in one culture than is to another. The managerial spectrum inevitably reflects the "surface structure" of a manager's personality. His/her "deep structure" will be affected by the particular national, corporate and professional culture of which s/he forms a part.

The eight "colours" of manager types can be "vertically" considered as eight sub-processes of learning or innovation. *Yellow* shows freedom loving person, the *green* shows entrepreneurship. *Grey* reflects imitative aspects of learning, at an early stage of information processing, as compared with *indigo* type insight at a later stage. *Violet* reflects a creative imagination, prior to the *orange* aspect of innovation, which incorporates closeness to the customer. Analytical *blue* shows more methodical managers. *Red* means more action and working hard. Managers may be liable to retain their basic managerial orientation throughout their career and their support colours might vary over time.

In this research, five managerial types were found. In order, adoptive, developmental, action, change, and analytical managerial types could be identified within the sample. Innovative, entrepreneurial and humanistic managerial types could not be identified within the sample. As colour spectrum, grey, indigo, red, blue and yellow colours are important within Turkish managers. Both bright and pastel tones show a kind of managerial diversity in Turkish managerial style as its culture which is in between west and east.

In the future researches, the same research might be conducted in different Supermarket Chains in retailing sectors in different cultures. It may be possible to define new types and colours of managers.

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