

Multidimensional Glocal Leadership Scale

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Abstract: This paper aims to develop scale of glocal leadership includes operational dimensions of glocal leadership and its operations are groundwork of this scale. This scale applied on 270 manager in public body through 81 cities of Turkey. Descriptive factor analysis without rotation, resulted in “General” factor and this general factor was called as a “glocal leadership”. With rotation, four subdimensions of glocal leadership scale were observed. Confirmatory factor analysis applied on four subdimensions which describe glocal leadership. Score of subdimensions of glocal leadership scale which have high correlations shows that glocal leadership as a general factor which has one dimension.

Key words: Glocal leadership • Global leadership

INTRODUCTION

“...Globalization not only means international integration by economic, social, technological, cultural, political and environmental but also globalization can be understood that clashes of different civilizations. In first meaning of globalization implies complex assimilation of different cultures, background and traditions however the second definition refers that separation of different cultures sharply. In all aspects of globalization and its consequences affects individual, state and its institutions both negatively and positively. Leaders are the most important determinant on how these effects will be felt process. Their roles and responsibility have become more important and various in both national and international level” [1, 2].

In this meaning, roles and behaviors of leaders were discussed and criticized. For example, David and Tsui consider expected global leadership behaviors in six dimensions; 1. performance meritocracy, 2. commitment to mission, strategy and values; 3. setting direction, driving accountability; 4. innovation management 5. networking, relationship-building, collaboration 6. self development.

On the other hand, according to Howard, there are three important behaviors of leaders;

- Mastering the art of being human;

- Mastering the art of institutional leadership; and
- Serving the needs of the world at their point of influence.

Erçetin ve Hamedoğlu [2] define global leadership under five main point; 1) having vision 2) global literacy 3) nationalism 4) sharing leadership 5) Having ethical values.

Localization which means people started to internalise their own identity that they never before seems opposition of globalization [3]. This unexpected internalization can be considered one of the factors of birth of Notion of “glocal”. Terms of “glocal” was modelled in Japanese word “dochakuka” which means adaptation of an agriculture technique to local conditions. It is known as global localization in business [4, 5].

For Khondker [5], main arguments of glocalization which are not so different from sophisticated globalization can be listed as in below;

- Diversity is a vital for life
- Globalisation cannot reduce this diversity
- Glocalization reduces
- Glocalization never suggests a world without conflict that roots from historical reasons however it gives just pragmatic view.
- Cultural and historical self-determination are basic factors that shape how being nation and society.

Table 1: Globalization, localization and glocalization: the differences [8]

Globalization	Localization	Glocalization
•Search and defence of globalisms	•Localisms defence	• Integration of globalisms and localisms
•Answer to mass demand	•Answer to specific demand	•Localisms globalize and globalisms localize
•Undifferentiation	•Differentiation	• Answer to global market and local market niches
•Rationality and quantities	•A Rationality and quantities	•Integration between rationality/quantities and values/quality
	•Values and quality	

Foglio and Stanevicius suggest that glocalization has complementary faces of both globalization and localization. He gives differences of three terms in below.

Foglio and Stanevicius [6] define these five items as glocalization;

- A way to supplement globalization and localization synergy ally and strategically;
- A system to manage the approach to the glocal market (global/local market); the capacity to remain rooted strongly in the local reality, also facing the global market;
- The chance of articulating in global and local (glocal) key the chain of the value (system of activities). developed by the enterprise to plan, produce, sell his products or services);
- A method which allows the local or global enterprise to arrive in optimum way respectively to the global or the local market.

Sharma claims that glocalization includes balance of two contradictory terms which are localization and centralization. Sharma also claims that decentralisation not alternative of centralisation, both of them are needed.

Researchs show that glocalization integrate localization and centralization in order to have just and safe government and stabilized governing [7].

According to Sen there is no necessity to replace “national feelings and local traditions” by “global identity”. In other words, global identity can be lived without any erosion of people’s belonging.

With the same view, Chappellet [8] define glocalization as a holistic approach that balances global and local.

In process of typology, social scientist who interests in globalization, centralization and glocalization, for example Aksit defines social scientist who have intend to glocal-local and glocalization, have background to understand cultural, historical developments of their own country. Also he suggest that this kind of social scientists can understand importance of what

globalization-intended social scientist deny. In other words, glocalization- intended social scientist can use new research methods and integrate them with other social science fields to compose interactive field.

Profile of social scientist also implies hints about leadership ability, Krishnamurthy [9] describe glocal leadership as a future leadership approach and suggests that leaders should use holistic consciousness in glocal level. Begley and Boyd [10] emphasizes that it is hard to get balance of local and global for leaders which means that main problem is deciding the timing of having local sensibility and global consistency.

Dealing with tensions helps manager to show their glocal leadership abilities in companies. These tensions are;

Process Tension: Global Standardization- Local Privatization: Emphasizing importance of choice of global standards or local privatization in performance appraisal process.

Power Tension: Global Dictate and Local Authorization: Which implies importance of using global principles or local privatization when make a decision.

Begley and Bond [10] emphasizes that all manager should have glocal thinking structures, glocal thinking structure has three dimensions;

- Think Global which implies when people should creating consistent and permanent criteria.
- Think local which means the way of being local is only understanding differences of local and cultural background.
- Think global and local in same time which implies challenging balance of imposes from both local and global.

“Glocalization” is a wonderful buzzword. But in where opportunity and profit emerge from a sweet spot between the global and the local, the dynamism that derives from effective regional management is the ticket to sustainable success [11].

Global literacy is a characteristic of leaders who seize the developments and global changing [2].

Global strategy implies homogenization and standartization of all of markets throughout the world, however, this approach seems so utopian. On the other hand, glocalisation points that adaption against standardization, shaping against homogenization. In light of this, balance and harmony are undeniable factors in glocal strategy of a company [12].

What are the operational dimensions of glocal leadership?. The answer for this question was examined on different groups. Firstly, 50 students from Ufuk University in 2010-2011 fall term. Research was conducted in MA programme of Human Resources Development includes “Carrier Planning and Performance Management” lectures, also 25 students who took “Organizational Intelligence of Information Organizations” course from Information Institution of Gazi University. Then 15 students who are still continue programme of International Relations, Political Science, Math, Biology, Computer and Genetic Engineering, from different countries in Erasmus Programme. Lastly, 20 students who completed their MA programme in EYTPE at Hacettepe University. In total this scale was applies on 110 students by letter. We ask that what are their views on operational dimensions of glocal leadership to applicants. Collecting data was grouped under two subtitles. Results indicate that common views of applicant and some unique comments to question, so, there are four dimensions which include twenty eight sub dimensions. Within 110 students, we intended twelve people who compose focus group, discussed 9 operational dimension and 87 in action dimensions for 3 days in 4 week. Meeting continued 3 days in 4 weeks for one or two hours. Have been requested ideas as a written format from each applicant. Summaries of their ideas were used as a starting point of next meeting also these summaries were examined with other datas. Consequently, through 4 weeks, applicants compromised 28 action out of 40 actions. Another compromise is on each action can include a lot of sub-dimensions of action.

In this level of research, operational dimensions of glocal leadership and its actions were described as observeable, measurable and functional. Scale which show in which level, occurrence of behaviors of glocal leaders was developed depended on four operational dimension and 28 action.

Methodology

Sampling: Measure of Glocal Leadership was applied on 271 manager in public institution which organized through 81 cities and related districts.

Table 2: Standard deviations and mean of multidimensional glocal leadership scale

Item	Mean	Std. Dev.
1	4.08	0.88
2	4.17	0.89
3	4.03	1.03
4	4.19	0.88
5	4.04	0.93
6	4.18	0.94
7	4.04	1.01
8	4.35	0.81
9	4.08	0.88
10	3.73	1.11
11	4.12	1.01
12	4.27	0.79
13	3.80	1.13
14	4.15	0.92
15	3.94	1.11
16	3.93	1.06
17	3.64	1.04
18	3.88	1.04
19	4.35	0.81
20	4.52	0.86
21	4.12	1.01
22	4.35	0.85
23	4.00	1.00
24	4.06	0.98
25	4.03	0.94
26	3.96	0.98
27	3.94	0.96
28	4.23	0.90

Glocal Leadership Scale: Glocal Leadership Scale includes 40 points. multidimensional glocal leadership scale was designed to find that how frequently their managers show described actions within four time options. These four options are always, generally, often and never. Shown in Table 2 below,

Multidimensional glocal leadership scale is composed by 4 sub-dimensions. These sub-dimensions are highly correlated with each other. Each point can measure minimum two maximum four sub-dimension.

RESULTS

Exploratory Factor Analysis: For adequacy of sample Kaiser-Meyer-Olkin (KMO) and to test whether data is appropriate for factor analysis Bartlett Test of Sphericity (BTS) values are calculated. With 0.936 KMO value and $\chi^2=8603,204, p<0.05$ values data is found appropriate for factor analysis.

Table 3: Factor Loading of Glocal Leadership Scale

Item	<i>Possessing</i>	<i>Managing</i>	<i>Global</i>	<i>Local</i>
	<i>Vision</i>	<i>Social Networks</i>	<i>Literacy</i>	<i>Literacy</i>
1	.654			
2	.723			
3	.613			
4	.584			
5	.550			
6	.710			
7	.574			
8		.439		
9		.459		
10		.442		
11		.404		
12		.401		
13		.643		
14		.628		
15			.430	
16			.714	
17			.631	
18			.536	
19			.485	
20			.461	
21			.549	
22				.593
23				.404
24				.586
25				.594
26				.552
27				.601
28				.432
%72,73	%53,96	%3,92	%2,83	%2,54

Table 4: Cronbach á Values of Sub-Dimensions

Dimensions	1	2	3	4	General
Cronbach á	0.96	0.94	0.96	0.95	0.96

With the basic components for factor analysis normalization and rotation is done with Varimaks method. As the result of factor analysis 28 items about 4 sub-dimensions explain total variance in 72,7%.

The sub-dimensions that revealed after basic components analysis' Cronbach á values (for internal consistency) are calculated (can be seen from table-4). These values change between.94 and.96. The reliability of the first sub-dimension is.96, second sub-dimension' is.94, third sub-dimension' is.96, fourth sub-dimension' is.95. General internal consistency coefficient of the scale is.96. These values show that Glocal Leadership Scale has high value of internal consistency.

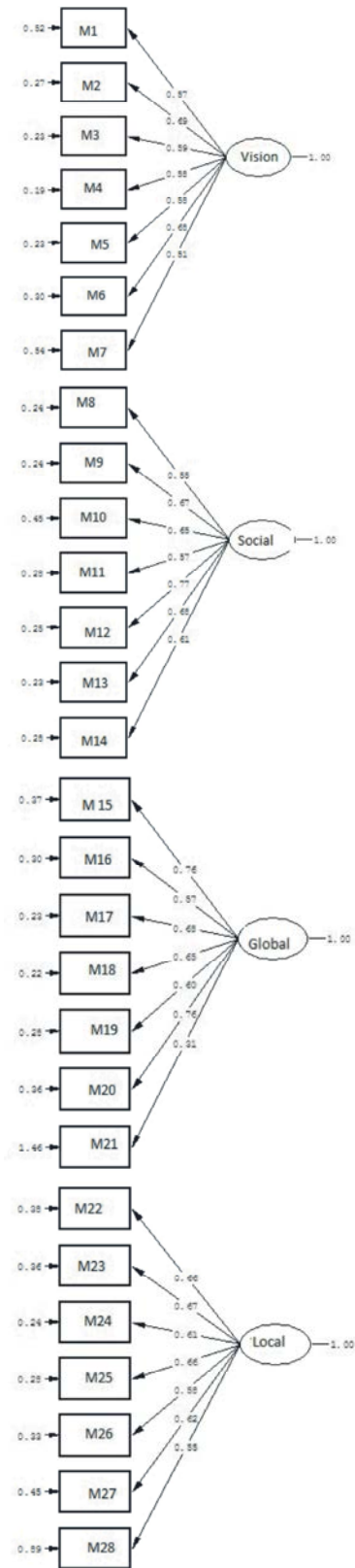


Fig. 1: General Factor Path Diagram of Glocal Leadership Scale with Sub-Dimensions

Confirmatory Factor Analysis: In confirmatory factor analysis done for understanding whether 4 sub-dimensions can explain the general glocal leadership LISREL maximum likelihood prediction is used [13].

These goodness of fits are calculated for one factor model created for confirmatory factor analysis: GFI>0,95; RMSEA<0,05. These statistics show that one dimensional model is in well concordance with data.

According to these results total point of Glocal Leadership Scale can explain a general factor like glocal leadership with one dimensional structure.

DISCUSSION

“Glocal Leadership Scale” with 4 dimensions and 28 items is ready for measure the glocal leadership behaviors. Scale reveals how often the managers show glocal leadership behaviors and it will define what can be done to improve the glocal leadership behaviors. Using it in different cultures (societies) can contribute to those who interested in leadership.

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