

Preface

A newly married couple decides to go on a trip in Cappadocia region [in our neighborhood]. While they are walking around underground cities, a turnout appears suddenly. They also realize that there are no signposts. The young man starts to shout in a hurry:

Is there anybody? Help!

They only hear an echo of their own voice for a while. Around 15 min later, they hear someone saying:

Hellooo! You are lost!

Being demoralized, the man *stamps his foot in frustration*. On the other hand, the young woman shrugs her shoulders calmly:

This voice must belong to a *scientist*.

Being vexed by the woman's calmness, the young man asks:

Come on! How do you know that?

'I have three reasons for this', the woman says and continues:

First of all, the response takes longer than it takes to arrive.

Secondly, he is right, we are lost.

Thirdly, the response is no use for anyone.

The reason I start with this narrative for the preface is that although there is a considerable increase in the volume of research in the field of leadership, I am one of those who believe that there is still a significant disconnect between several approaches and results. Being motivated by this thought, we focused on the effect of leadership on organizational outcomes and tried to summarize the current research findings in the field. We observe that there is a considerable amount of independent research on this specific issue, and the studies have conflicting results in some cases. This is an important challenge for research in organizational studies and also indicates at the need for inclusive and interpretive studies. Inclusionary and reliable studies need to be conducted in order to interpret leadership literature

and suggest new pathways for further studies. In general, results from studies in social sciences drawn from either a single study or experiment cannot be expected to cover a broad range of social phenomena. Usually, researchers conduct studies in a restricted area due to the restrictions placed by cost, time, and location. From this point of view, it is difficult to reach coherent or consistent findings in the literature produced in different contexts, periods, and from different theoretical perspectives. Meta-analysis allows us to show the big picture to the researchers by analyzing and combining the findings from different independent studies. Despite the existence of meta-analytic studies on the relationship between leadership and organizational outcomes in the literature, the scope of those studies is narrow. Therefore, this in-depth book compiles various studies examining the relationship between the leadership and 13 organizational outcomes separately. The philosophy behind this book is to direct future research and practices rather than addressing the limits of current studies.

We went through a complex process to arrange independent chapters and to produce this book. Firstly, all writers gathered and exchanged their ideas regarding the status of our weekly assigned tasks. We also made suggestions in relation to the changes that could be made in the planning. Secondly, we formed a common framework for each chapter, made the final changes to the chapter titles, eliminated any redundancies, and paid attention to include key topics. Thirdly, we revised the chapters and made necessary corrections. When problems arose, we either handled them on our own or consulted an expert. Finally, each one of us read and revised all chapters independently for coherence and consistency.

In spite of our rigorous efforts, we may still have some mistakes or shortcomings in the book. We may correct these in the future editions of the book if you would care to share your views, opinions, or suggestions with us. Finally, all the detailed tables and figures that we have been unable to include in the book may be reached at the book's Web site: www.leadershipeffect.org

Eskişehir, Turkey

Engin Karadağ

Leadership and Organizational Outcomes

Meta-Analysis of Empirical Studies

Karadağ, E. (Ed.)

2015, VIII, 273 p. 16 illus., Hardcover

ISBN: 978-3-319-14907-3