Development of the Perceived Maverick Leadership Scale: Generation Z Sample

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Algılanan Maverik Liderlik Ölçeği Geliştirilmesi: Z Jenerasyonu Örneği

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Abstract

The starting point of this study is the question of what Generation Z expects from business life, which has become one of the most curious topics in today's business world with the involvement of Generation Z in business life. In addition, the relationship between maverick leadership, a new concept in the literature, and the expectations of Generation Z leaders who have just stepped into the business world is one of the reasons for the emergence of the research. In this context, the aim of the study is to develop a scale to determine how working individuals from Generation Z perceive maverick leaders. In this context, first of all, a detailed literature review was conducted about the differences between generations, the prominent characteristics of Generation Z and their expectations from their leaders, and the concept of maverick leadership. Following the screening, research was conducted on 385 Generation Z individuals working in different sectors in order to determine the maverick leadership perceptions of Generation Z individuals. After performing content validity, structure validity and explanatory factor analysis for the scale created for the research, a structural equation model was established. As a result of the analyses, the "Perceived Maverick Leadership Scale" (PMLS), a valid and reliable measurement tool that can be used to evaluate the perception of Maverick leadership of Generation Z employees, was developed.

Keywords: *Generation Z, maverick leadership, measurement tool, leadership, scale development.*

Öz

Z kuşağının iş hayatına dahil olmasıyla günümüz iş dünyasında merak edilen konulardan biri haline gelen Z kuşağının iş hayatından ne beklediği sorusu bu çalışmanın çıkış noktasını oluşturmaktadır. Ayrıca literatürde yeni bir kavram olan maverik liderlik ile iş dünyasına yeni adım atan Z Kuşağı liderlerinin beklentileri arasındaki ilişki de araştırmanın ortaya çıkma nedenlerinden biridir. Bu bağlamda çalışmanın amacı, Z kuşağından olan ve çalışan bireylerin maverik liderleri nasıl algıladıklarını belirlemeye yönelik bir ölçek geliştirme çalışması yapmaktır. Bu kapsamda öncelikle kuşaklar arasındaki farklılıklar, Z kuşağının öne çıkan özellikleri ve liderlerinden beklentileri ile maverik liderlik kavramı hakkında detaylı bir literatür taraması yapılmıştır. Yapılan taramanın ardından Z kuşağı çalışan bireylerin maverik liderlik algılarını tespit etmek amacıyla farklı sektörlerde çalışan 385 Z Kuşağı birey üzerinde bir araştırma gerçekleştirilmiştir. Araştırma için oluşturulan ölçeğe yönelik kapsam geçerliliği, yapı geçerliliği ve açıklayıcı faktör analizi yapıldıktan sonra yapısal eşitlik modeli kurulmuştur. Yapılan analizler neticesinde, Z Kuşağı çalışanların maverik liderlik algısını değerlendirmek için kullanılabilecek geçerli ve güvenilir bir ölçüm aracı olan "Algılanan Maverik Liderlik Ölçeği" (PMLS) geliştirilmiştir.

Anahtar Kelimeler: *Z jenerasyonu, maverik liderlik, ölçüm aracı, liderlik, ölçek geliştirme.*

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1. Introduction

In the increasingly globalized business world, the most important weapon of businesses to survive and compete strongly with their rivals is undoubtedly human resources. So much so that it is impossible to imagine a business existing without human resources. The ever-changing needs of today's business world clearly reveal the importance of a strong human resource.

The way to retain effective human resources is undoubtedly to be able to well analyze the wishes and needs of employees, their expectations and goals for work and life. The demands and needs of employees may differ significantly depending on their generation. For example, while the expectation of an employee in Generation X may be to work physically at the workplace, the expectation of Generation Z may be to work completely remotely or with a hybrid working system. Such differences lead us researchers to examine many issues on a generational basis.

The starting point of this study is to develop a measurement tool specific to the concept of "Maverick Leadership", based on the question of what Generation Z expects from working life, managers and team leaders. In this regard, firstly, studies in the literature on current leadership approaches and generations of Maverick leadership were examined, and then an attempt was made to develop a measurement tool on how Maverick leadership is perceived in the Generation Z sample.

2. Literature Review

The first studies in the literature on generations were put forward by the French sociologist Auguste Comte in the 1830s. According to Comte (1974), differences between generations are the forces that ensure social progress through the accumulations that one generation will transfer to the other, and social progress can only be achieved in this way. In addition, another important point that should be emphasized when discussing generations is that generations should be evaluated according to the period and culture they belong to (Yelkikalan et al., 2010: 500). Karl Mannheim (1952), who conducted the first comprehensive research on generations, emphasizes that generations have behavioral norms specific to their period and will behave accordingly. In this regard, we can say that generations have their own unique lifestyle and perspective on life with their common culture and periodic characteristics (Aydoğdu and Kara Özkan, 2021: 230). Although it is seen in the literature that generations are classified between different years and with different names, 5 common generations are mentioned in all studies. These; The Silent (Traditionalist) Generation, the Baby Boom Generation, the X, Y and Z generations.

The first generation, also called the silent or traditionalist generation (Srinivasan, 2012: 51), was born between 1927-1945 (Castellano, 2014: 40) or before 1945 (Tolbize, 2008: 2). It is a generation that has seen wars and crises such as World War II and the Great Depression of 1929 (Crampton and Hodge, 2009: 1). Generation X, which experienced difficult conditions such as poverty, famine and war, is the least dense age group in the world (Kılıç, 2017: 109). Individuals of this period have mediator leadership characteristics and avoid taking risks (Jeffries and Hunte, 2004). Individuals of this generation also consist of individuals who like stability and uniformity, behave in accordance with social norms, are disciplined and loyal to their employers (Culp, 2011; Nelson, 2007; Srinivasan, 2012: 51; Zemke et al., 2000).

The generation called the "Baby Boom Generation" after World War II took its name from the approximately 1 billion babies born after the war (Twenge, 2013: 11-12). This period covers individuals born between 1946 and 1964 (Castellano, 2014: 40). The common feature of individuals in this age group is their tendency to work as a team and their orientation towards empowerment (Hahn, 2011: 120; Krywulak and Roberts, 2009: 22). This generation, which experienced post-war difficulties, political and social turmoil (Edge, 2014: 139), also has a competitive characteristic that does not shy away from taking on difficult tasks (Becton et al., 2014: 177; Twenge et al., 2010: 1120). Individuals of this period adopted the philosophy of "living to work" (Özer et al., 2013: 126). In other

words, they think about the good of the business they work for rather than their own comfort (Gürbüz, 2015: 41).

The generation born between 1965 and 1980, during the period of political polarization in our country (1980 coup) and around the world, is called Generation X (Castellano, 2014: 40; Çatalkaya, 2014: 19). Individuals of this period adopted the philosophy of "working to live" (Özer et al., 2014: 126; Süral-Özer et al., 2013: 126). In other words, individuals in this generation see work only as a means to survive, do not feel any commitment to the business, attach importance to work-life balance, and want to work with pleasure (Adıgüzel et al., 2014: 172; Dias, 2003: 80). The importance that this generation, the children of the Baby Boomers, attach to work-life balance comes from their lonely childhood experiences when one or both parents worked outside (Gerow, 2018: 26). Therefore, the feature most associated with Generation X, who has had to fend for themselves since their childhood and learn many things on their own, is self-confidence. In addition, this generation witnessed the period when the first computers and e-mail entered our lives and necessarily started to use technology in business environments (Akdemir et al., 2013: 15; Quinn, 2010: 17-19).

Generation Y, born between 1981 and 1999 and called the "Millennial Generation" (Castellano, 2014: 40), is a generation focused on questioning and criticizing life and constitutes a large part of the employees in today's business world (Aka, 2018: 121). The most distinctive feature of this generation, called the "post-80 generation" in Turkey, is that it questions life, focuses on self-improvement, and is prone to adapting to innovations easily (Ünal, 2017: 11). For this reason, the name of Generation Y, who can express themselves without hesitation on an issue that bothers them, is associated with the word "why", which means "why" in English (Oral, 2013: 18; Süral-Özer et al., 2013: 126). Another characteristic of Generation Y individuals is that they want to do jobs that are meaningful to them (Adıgüzel et al., 2014: 174). In addition, it is always more important for Generation Y to enjoy life rather than business life (Muslu, 2017: 12). In addition, individuals of this generation are the first technological, consumption-oriented and global generation that had the chance to encounter technology at an early age (Oblinger and Oblinger, 2005; Haeberle, 2009; Yücebalkan and Aksu, 2013). In summary, Generation Y is a generation that is open and willing to technological innovations in working life, prefers to work individually, challenges authority, does not want to work long hours, has a high tendency to change jobs, is impatient and constantly asks the question "why" (Gürbüz, 2015: 42; Oral, 2013: 18-19).

Generation Z individuals, who constitute the focus of the study, include individuals born in 2000 and later (Dolot, 2018: 45; McCrindle, 2006: 10). This generation is known by many different names such as "internet generation", "technology generation", "digital natives", "iGen", ".com kids". This generation, which is more individualistic than other generations, is a generation that was born into technology, socializes with social media, and has the ability to do more than one job simultaneously (Levickaite, 2010: 173; Senbir, 2004: 27-28). Since this generation is like the first defined Silent Generation in terms of its individualism, it is also called the "New Silent Generation" in some sources (Gardner and Davis, 2013: 55-57). So much so that this generation, due to their individuality and perhaps because they have become more isolated from social life with technology, prefer to solve their own tasks and do not want to work with a team or a consultant (Peterson, 2014; Uslu and Kedikli, 2016: 95). However, in working life, it is expected that the loyalty and commitment of this generation to the business and the speed of job change will differ from the silent generation (Erden-Ayhün, 2013: 105). This generation, which is just a click away from accessing information, sees change as a part of their lives and can quickly adapt to these changes (Aydoğdu and Kara Özkan, 2021: 231). Generation Z individuals are individuals who attach importance to honesty and equality (Prensky, 2001) and are fond of freedom. In addition, they tend to learn through gamification and storytelling methods rather than traditional education methods and are eager to study and learn while having fun (Mitchell, 2008: 665; Tapscott, 2009: 6). Individuals of this period also represent a generation that is pragmatic, stubborn and impatient, independent, and for which social media and technology are indispensable in life (Giuntina, 2017).

The attitudes and behaviors of Generation Z in business life, which has just started to enter business life, are still not clearly known today. For this reason, it can be stated that Generation Z individuals may get bored easily with their work, their loyalty and commitment to the businesses they work for may be lower than other generations, and they may not be determined and ambitious (Çetin-Aydın and Başol, 2014: 3). As can be observed, Generation Z individuals are more flexible and focused on remote work, have creative ideas, love free working environments and have an entrepreneurial spirit (Taş et al. 2017: 1045). In a similar study, it was seen that Generation Z can be happy in businesses where their entrepreneurial abilities are encouraged and valued, where there is a positive and friendly working environment, and where employees work flexibly (hybrid, remote, etc.) (Singh and Dangmei, 2016: 4). In a study conducted on Generation Z individuals, who tend to work in more flexible jobs, it was found that 81% of students in this generation work in part-time jobs (Santrock, 2017). In a similar study, it was seen that the majority of Generation Z adopted flexible working, but did not prefer long and tiring working hours, did not like taking orders from their superiors, and was not afraid of changing jobs when necessary (Pekel et al., 2020). In a study that evaluated from a different perspective how high Generation Z individuals' expectations from business life are, it was determined that the future goals of Generation Z include being very rich at 81% and being famous at 51% (Robbins and Judge, 2013: 149).

Generation Z prefers the individual office environment because it is individual success-oriented rather than team-oriented (Şahin, 2021). In another study about the expectations of Generation Z regarding working conditions, it was emphasized that Generation Z will not accept working conditions that are far from the technological environment they are used to in the workplace (e.g., working in an environment without a smartphone or iPad) (Singh and Dangmei, 2016: 3). In addition, according to research conducted by Adecco (2015), Generation Z, who will start new positions, prefers that all processes of the training to be given during and after the job learning phase be given online (with e-learning method) on computers or via smartphones. In addition, they can easily get bored with their work because they are impatient and easily distracted (Berkup, 2014: 219).

There are various studies in the literature on Generation Z's expectations from managers and the leadership style they perceive. In a study conducted by Schawbel (2014), it was determined that Generation Z employees prefer face-to-face communication in the work environment, they want their managers to listen to their ideas and value these ideas, and they care about being always open to them and not hiding information from them. In a study conducted by Half (2015), it was observed that honesty is one of the leading leadership characteristics that Generation Z expects from their managers and that individuals in this generation are willing to work for an honest leader. Apart from this, Generation Z individuals want a leader who can create a vision in the face of possible situations (Düzgün, 2020). According to a study conducted by Grow and Yang (2018), among the behaviors that Generation Z expects from their future leaders are being honest, fair and confident, being inspiring, having good communication skills, having open ideas and being friendly. In addition, 77% of the participants want to see Generation Y rather than Generation X in managerial positions. In a study by Bako (2018) that examined generations comparatively, it was concluded that Generation Z defines risk-taking and convincing leaders as more effective leaders, and the main reason for this is the career-oriented and individualistic approach of Generation Z. In a study conducted by Wiedmer (2016), it was emphasized that many Generation Z individuals are willing to learn in the field and on-site, and in this sense, the most effective teaching method is mentoring. So much so that the majority of Generation Z lacks basic communication skills (Castellano, 2016), making it clear that those who hold managerial positions in businesses should undertake the role of mentoring this generation (Altimier, 2006: 7; Güleç Bekman and Gündüz, 2022: 659-660).

In a study conducted by Nas and Doğan (2020), it was stated that the personality traits that strengthen the paternalistic leadership perceptions of individuals in Generation Z are extroversion, responsibility and openness to experience. In a study examining transformational leadership, one of the modern leadership approaches, and the personality traits of Generation Z, it was concluded that

the personality traits of Generation Z are sufficiently compatible with the transformational leadership perspective (Kasaroğlu, 2021). Önen and Eryılmaz Ballı (2020), also found that transformational leadership, paternalistic leadership and situational leadership can be in harmony with Generation Z individuals. Saracel et al. (2023) concluded that Generation Z individuals may be compatible with transformational leadership rather than autocratic leadership. According to Laudert (2018), the type of leadership that Generation Z can be compatible with is a blend of adaptive and authentic leadership. Similarly, Koulopoulos and Keldsen (2014) stated in their research that the type of leadership most compatible with Generation Y and Z is authentic leadership. Halisdemir (2016), emphasizes that Generation Z can be compatible with democratic and mentoring leaders. Taş and Kaçar (2019) similarly revealed that the democratic leadership type can establish a better business relationship with Generation Z. Palalar Alkan (2020) stated that there is no consensus on the type of leadership that Generation Z can be compatible with.

The issues that may cause the most conflict between Generation Z leaders, who have just started or will start working in today's businesses, and Generation Y leaders who work or will start working with them, can be listed as leadership style, motivational elements, teamwork and social interaction (Gabrielova and Buchko, 2021: 489). Perhaps the most important thing to focus on when examining the expectations of Generation Z from their leaders is that many businesses employ employees from all generations, and each generation's expectations for their businesses and leaders differ. In order to overcome this difficulty, managers must examine in detail the expectations of each generation from the business and themselves in every aspect and implement strategies focused on ensuring the satisfaction of each of these generations (Angeline, 2011: 253). However, in a study conducted by Stuckey (2016), it was concluded that 36% of managers did not receive any training, and 42% were partially prepared for the possible difficulties of managing Generation Z individuals and were not sufficiently equipped to manage the demands and expectations of the new generation. On the other hand, a study conducted by Maioli (2017) showed that managers are ready to work with Generation Z. In the research conducted by Güleç Bekman and Gündüz (2022) on the expectations of Generation Z from managers, it was determined that managers are ready for the demands and expectations of Generation Z, are prepared for possible conflicts between generations, are patient, understanding and a good listener, and have good communication skills. It was also concluded that the manager participants in the study listened to Generation Z and acted as good educators to them as much as they could.

In this study, maverick leadership, a type of leadership that is thought to be compatible with Generation Z's expectations from managers and leaders at many points and has not been studied much in the literature, was investigated. Maverick leadership refers to a leadership that is anti-traditional, rebels for no reason, challenges the status quo, is reluctant to comply with society and business rules, and is nonconformist (Baddeley, 2018; Charlton, 2008; Ünsar, 2016). In addition, maverick individuals also have obsessive personality traits, such as worrying about the traps of power, showing anxiety features (Ray et al., 1996). According to the leaders of the Mavericks, the situation is almost the same. In an interview conducted by Jordan et al. (2022) with the leaders of mavericks, it was stated that the behavior of mavericks is generally extremely annoying and problematic, often causing tensions and conflicts in the workplace. On the other hand, in the same interview, it was stated that despite all the difficulties experienced, mavericks are valued in many ways by their own businesses or units, and this creates a contradiction. At this point, it is necessary to ask the following question: "Do Mavericks consist of individuals who only exhibit negative deviance and destructive behavior towards the business or are they positive deviants who provide value to businesses?".

Although Mavericks are associated with negative deviance characteristics in the literature, there are many examples of how they can provide positive values and outputs to organizations. Today, examples of maverick leaders are Elon Reeve Musk, the founder of Tesla Inc., with his passion for change and determination; Jack Yun Ma, the founder of Alibaba Group, who made a name for himself with his sensitive; and Donald Trump, who managed to develop a vision and mission, almost

challenged the status quo, and became the US president for a period (Cooper, 2018; Lu, 2018; Poole, 2016).

In addition to current examples, there are studies in the literature that evaluate the positive deviance dimension of maverickism. Gardner and Jackson (2012, 2015) expressed the negative aspects of organizational deviance as "workplace deviance" and the positive aspects as "making a difference" and "contributing to the greater good" and positioned it as "maverickism". In addition, the authors put forward three basic positive deviance criteria and positioned maverick as "positive deviance" in line with these criteria. These are expressed as benefiting the dominant group, deviating from dominant group norms, and complying with higher-level (hyper) norms (i.e., not harming individuals, businesses, or society, etc.). Ray et al. (1996) stated that maverick individuals have unique communication abilities and see themselves as team players in the business. In their two-stage qualitative research, Jordan et al. (2022) benefited from Bourdieu's (1977, 1990) concepts of field, habitus, capital environment and fungibility of capital to understand the nature and positive contributions of maverickism. As a result of the research, it has been determined that maverick individuals are focused on achieving high-level strategic results that will be beneficial to their businesses and society. In addition, the motivational factors behind the behaviors exhibited by mavericks are listed as contribution to a larger community, the rights of the oppressed, making the world better, equality and social justice, the existence of people who care about other individuals, and a sense of righteousness and fairness. In addition, it has been concluded that mavericks may engage in unorthodox behavior, ignore institutional norms, policies and procedures, and engage in positive deviant behavior to achieve higher goals that may ultimately benefit businesses and society. These findings suggest that the nonconformities of mavericks guided by high-level norms offer a unique set of social capital that supports their businesses' reputation, strategic thinking, and continuous transformation (Griep, 2023: 2-3). In addition, it was stated in this research that these incompatibilities and positive deviations possessed by mavericks can make great contributions to businesses and leaders, especially in periods of major transformation or in environments where environmental conditions change rapidly (Jordan et al., 2022).

Maverick individuals are risk takers, courageous, optimistic, determined, have unique communication behaviors and extraordinary motivations. It is stated that they can realize change due to these characteristics (Ray et al., 1996). These abilities make them pioneers of innovation and enablers of transformation. The essence of the success of individuals and mavericks, who have transformative personalities and are called "champions" by Howell and Higgins (1990a, 1990b, 1990c), in businesses is the change and transformation that they encourage and lead in businesses. In this way, Maverick leaders pave the way for the formation of an organizational culture that expects change by pushing the boundaries of the environment and struggling with the status quo. Mavericks carry out this process of change and transformation in various ways. These are the complete destruction of the old organizational structure, new technologies, changing the physical structure, restructuring of departments and carrying out various regulations regarding in-organizational training (Ray et al., 1996). In addition, mavericks make change and transformation by taking risks. The most obvious example of this is Sir Richard Branson's challenge to the airline giant of the time, British Airways, with the launch of Virgin Atlantic, by taking a great risk despite suffering serious financial losses in the 1990s (Gardner and Jackson, 2012). In addition to these characteristics, maverick individuals focus on long-term results that will benefit businesses and society, rather than outputs that point to simple short-term indicators (Jordan et al., 2022).

Maverick leaders are more tolerant in loosely connected organizational structures that are open to innovation. In addition, this type of organizational environment facilitates the display of maverick behaviors (Ray et al., 1996). Because maverick individuals become more successful and create value in places where they are trusted and given autonomy in how they approach their work. Additionally, when mavericks feel valued in businesses and can establish good human relationships, they can offer positive value to the business. An example of this is Wieden-Kennedy's headquarters, where portraits

of each of its 300 Portland-based employees appear on the walls. Additionally, the best leaders know that high-performing individuals are not motivated by money. Because these people work to be a part of something important that excites them and for products, they believe in. For example, the secret of why employees from completely different career fields and who perform successfully in their own fields gather at Google is that they know that creative ideas are worth exploring here. On the other hand, the situations that prevent maverickness are These are listed as high levels of control and boundaries, drowning in detail, micromanagement perspective, bureaucratic and conventional management style, and too many KPIs (Jordan et al., 2022: 41).

McMurry (1974) stated that a maverick manager must have extraordinary effort, courage, optimism and determination. Jordan et al. (2022) lists the common characteristics of mavericks, which he calls cultural capital elements of mavericks: Having high energy for action, having a strategic perspective, focusing on high-level results (big picture) rather than simple outputs, demonstrating a visionary nature and acting with political skill and cunning.

In Taylor and Labarre (2006)'s book discussing mavericks in business life, they argued that the only way to maintain leadership in the market is through thought leadership. These leaders are defined as leaders who can communicate with the customers they serve in the target market, energize their employees, and offer new perspectives on the world that shapes their business. In this context, the authors, who evaluated maverick leadership together with thought leadership, emphasized that what distinguishes this type of leadership from other management and leadership styles is its "distinctive and destructive understanding of purpose". Because companies that can think differently always achieve success by following different paths, and dissatisfaction with the current reality always drives us towards perfection. For example, while Cranium Inc was a smaller start-up, it took big risks and did big things. The company summarized this situation with the sentence "We have always acted like a larger company than we actually are" (Bick, 2002). Similarly, businesses that can create inimitable bonds with customers will survive. For example, maverick leaders do not spend big money to send messages to customers in their target markets. Because advertising to customers is not the same as communicating with them. This may be related to Apple's "Genius Bar" providing free and face-to-face technical support, Jones Soda's guerrilla marketing by sponsoring extreme sports players, or JetBlue Airlines' low cost and high contact (relationship) principle. Similarly, if a company's designer spends half the year coming up with product ideas that he believes will connect with his customers, this is the best way to communicate with the customer. In addition, success can be achieved by offering products to customers with innovative and original ideas, even in the most crowded and competitive markets. In this regard, in order to obtain different perspectives, it is necessary to ensure that the voices of those who put forward ideas are heard as unobstructed as possible. In addition, maverick leaders reject opportunities that provide short-term benefits but distract the organization from its long-term mission. Roy Spence, founder and CEO of GSD&M, backs this up with the quote, "The invisible decisions we deliberately make to stay can be 10 times more important than our visible decisions." In fact, nothing is harder than saying no to an attractive opportunity, but if this opportunity distracts us from our long-term goals, we should discard it. Of course, at this point, keeping the focus of long-term goals narrow and tight will prevent poor organization. Because when you define the problem clearly, you have reached half of the solution. For example, the World Bank has set its goal as "innovations that blend economic growth and sustainable development". Likewise, maverick leaders prefer to choose a narrow target audience where they can offer unique experiences to customers rather than a broad target audience. For example, Peter van Jones, founder and CEO of Jones Soda, a maverick leader, said, "We do not have to appeal to everyone. My attitude is this: If you don't like Jones, that's okay, don't buy it, I wish you a good day" reveals how clearly the boundaries of the target audience are drawn by maverick leaders (Taylor and Labarre, 2006: 185).

When we look at the elements that bring Generation Z and maverick leaders together, it is seen that the first thing comes from an innovative approach as opposed to traditionalism. So much so that both maverick and Generation Z individuals have a structure that challenges tradition and the status

quo and, on the contrary, is eager for innovative ideas and work (Burkhardt, 'n.d'.). Another thing they have in common is their willingness to work in technology and innovation-focused organizations (Ünsar, 2016). Generation Z also complements maverick leaders with their success in human relations, loyalty to their employer and creative identity (Harris, 2020). Additionally, the unique communication ability of mavericks (Ray et al., 1996) may also be an example of these similarities. For this reason, in this study, Generation Z individuals were selected as a sample and a scale development study was conducted to examine their perceptions of maverick leaders.

3. Research Methodology

In this part of the study, the purpose and importance of the research, its population and sample, its tool and the statistical methods used (validity and reliability analyses) are included.

3.1. Purpose and Importance of the Research

This study is a scale development study to develop a Perceived Maverick Leadership Scale (PMLS) in order to measure the maverick leadership perceptions of Generation Z employees. As a result of the literature review, it was seen that the number of studies on maverick leadership in the national and international management literature is quite low. In addition, it has been determined that there is a study in the national literature (Avcı, 2020) aimed at creating a conceptual framework regarding maverick leadership specifically for Generation Z. No scale development studies regarding Maverick leadership have been found. It is thought that the scale development study conducted in this context is important in terms of filling this gap in the literature and will contribute to the literature. For this research, ethics committee approval was received from Istinye University Social and Human Sciences Research Ethics Committee with the decision numbered 2023/08-92 on 07.09.2023.

3.2. Population and Sample of the Research

The research part of the scale development study was conducted between 15.09.2023-15.10.2023. The population of the research consists of Z generation working individuals. In this context, as a result of the research conducted in the literature, in this study, those born in 2000 and later were considered Generation Z and participants who met this criterion were included in the evaluation.

According to the 2022 Turkish Statistical Institute "Young and adult population and their ratio in the total population" table, the young population (between the ages of 15-24) is 12.949,817 people. Individuals between the ages of 15-17 constitute 29.7% of the young population. Individuals aged 23-24 constitute 21% of the young population. Since the exact rate of 24-year-old individuals could not be reached, it was accepted as 10%, and in this case, individuals between the ages of 18-23 constituted approximately 60.3% of the society. Based on this rate, the number of individuals aged 18-23 for 2022 is calculated as approximately 7.808,740. Based on this information, the sample size that should be reached at the 95% confidence level was found to be 385. In this context, first, a pilot study was conducted on 20 participants, which corresponds to approximately 5% of the targeted number of participants, 385 individuals. As a result of the pilot study, the necessary adjustments were made, and the scale was given its final version before the main application. After this stage, the application phase started on the target audience. Simple random sampling method was preferred as the sampling method.

In the second application phase, which was carried out after the pilot study, 400 Generation Z employees filled out the survey form online via Google Forms. Additionally, it was determined that the data in 15 surveys were not suitable for analysis and 385 surveys were included in the analysis. According to descriptive statistics, the majority of the participants are women (75.8%), single

(77.4%), have a bachelor's degree (44.2%), have a monthly income between 11.402,32 TL and 14.999 TL (50.6%) and work in the education sector (43.9%).

3.3. Research Tool and Statistical Methods

In the first stage, a literature review was conducted to develop the Perceived Maverick Leadership Scale (PMLS). As a result of the literature review, an item pool consisting of items for measuring perceived maverick leadership was created. The created item pool was reviewed, some items were eliminated, and some were corrected to make them understandable.

In order to measure the content validity of the PMLS scale, the "Content Validity Measurement Form" was sent to 8 people, including managers and experts, and their opinions were received, and the Content Validity Rate (CVR) for each item in the item pool and the Content Validity Index (CVI) for the entire scale were calculated. After completing the content validity, the scale was subjected to explanatory and confirmatory factor analyzes for structural validity. Finally, for reliability analysis, Cronbach's Alpha values of the obtained factors and all items were examined. The findings obtained as a result of all analyzes are included in the following section.

4. Results

In this part of the study, content and construct validity findings, explanatory and confirmatory factor analysis and reliability analysis are included.

4.1. Content Validity Findings

A "Content Validity Measurement Form" (CVMF) was created to obtain expert opinion to determine content validity, and each item in the item pool in the candidate scale was asked by the expert and the manager, "if the item does not measure the targeted structure (3), if the item is related to the structure but needs to be corrected (2), or the item measures the targeted structure (1)". For this purpose, the "Content Validity Measurement Form" was sent to 4 managers and 6 experts by e-mail, and feedback was received from 2 managers and 6 experts. 4 of the experts and managers who filled out the content validity form are men and 4 are women. When we look at their education levels, all academics have a PhD degree and managers have a bachelor's degree.

Scores given by the participants were collected and the Content Validity Index (CGI) was calculated for each item. In a study (Veneziano and Hooper, 1997) in which the Content Validity Criterion (COR) was listed in a table according to the number of experts, the minimum value of the CVI was stated as .78 at the p=.05 significance level in content validity measurements with 8 experts. Taking this value as a reference, the Content Validity Ratio (CVR) for each item in the candidate scale item pool was calculated with the formula = [NG / (N/2)] – 1. Then, all CVIs were summed and divided by the number of items that were statistically significant (p=.05) to obtain the CVI. Table 1 lists the CGI values obtained for each item and the total CGI values of the items. As can be seen from the table in question, items 9 and 16 were removed from the candidate scale because they were not found to be statistically significant. After this process, the CGI value of the scale was found to be .875. This value is larger than the CGI value (.78) taken as a reference. In addition, wording changes were made in some items according to expert opinion, and following these changes, the pilot study phase was started with the 16-item Perceived Maverick Leadership Scale (PMLS).

Table 1. Content Validity Findings

Item Code	Items	Measures = 1	Must be corrected = 2	Does not measure = 3	CVR
MV1	He has creative and innovative ideas, unlike established ideas.	8			1
MV2	He has extraordinary and radical thoughts.	8			1
MV3	He has an entrepreneurial spirit.	8			1
MV4	He is eager to try different strategies rather than maintaining the status quo.	8			1
MV5	He likes to take risks.	8			1
MV6	He is not a conformist (obeys without questioning).	7	1		.50
MV7	Adapts quickly to changing conditions.	6	2		.50
MV8	It inspires its employees to produce creative and innovative ideas.	8			1
MV9	He is optimistic and compassionate.	3	5		-.25
MV10	He has a high motivation for success.	8			1
MV11	He wants to hire employees who are smarter than him.	8			1
MV12	It challenges the status quo by questioning it rather than blindly following existing ideas.	8			1
MV13	He doesn't get hung up on details in his work, he always focuses on the big picture.	5	3		.25
MV14	He is sensitive and responsible towards his employees.	7	1		.75
MV15	He is passionate about his job.	7	1		.75
MV16	Takes responsibility in his decisions.	4	4		0
MV17	He prefers maintaining the current situation to trying different ideas. *	8			1
MV18	Avoids taking risks when making decisions. *	8			1

*Questions 17 and 18 are reverse coded., Number of experts = 8

4.2. Construct Validity Findings

Before determining construct validity, Kolmogorov-Smirnov and Shapiro-Wilk normality tests were performed to determine whether the data complied with the normality assumption, and it was determined that the data were not normally distributed ($p>.05$). Since this is a frequently encountered situation in social sciences, the skewness and kurtosis coefficients of the data in question were examined and it was determined that these values were distributed in the range of $-1.5 <x<1.5$ (Table 2).

Table 2. Skewness-Kurtosis Values

Item Code	Skewness	Kurtosis
MV1	-.349	-1.006
MV2	-.003	-1.146
MV3	-.293	-1.100
MV4	-.271	-1.021
MV5	-.108	-1.156
MV6	-.430	-.958
MV7	-.368	-.908
MV8	-.341	-1.083
MV9	-.723	-.466
MV10	-.321	-1.050
MV11	-.323	-.980
MV12	.104	-1.238
MV13	-.444	-.969
MV14	-.735	-.568
MV15	-.765	-.863
MV16	-.617	-1.183

The fact that the kurtosis and skewness coefficients of the data are within these ranges indicates that the data exhibits a normal distribution (Tabachnick and Fidell, 2013). After determining that the research sample was suitable for construct validity, Keizer-Meyer-Olkin (KMO) and Bartlett Sphericity tests were performed to determine whether it was suitable for factor analysis. Field (2000) stated that the value found in the Kaiser-Meyer-Olkin test should be above 0.50. In the analyzes carried out in this direction, it is expected that the chi-square value in the Bartlett Test will be significant, and the Kaiser-Meyer-Olkin Test result will be greater than 0.50 (Çokluk et al., 2012: 207). The KMO value for this scale was found to be .945 and the Bartlett sphericity test p value was .000 (Table 3). Based on these results, it was seen that the data were suitable for factor analysis and explanatory factor analysis was started.

Table 3. KMO and Bartlett's Test of Sphericity

Kaise-Meyer-Olkin Measure of Sampling Adequacy		.945
Barlett's Test of Sphericity	Approx. Chi-Square	4416.510
	df	120
	Sig.	.000

4.3. Explanatory Factor Analysis (EFA)

EFA was conducted to determine the factor structure of the Perceived Maverick Leadership Scale (PMLS), which consists of 16 items. Principal Component Analysis and Direct Oblimin rotation method were preferred in EFA. As a result of EFA, it was determined that the structure obtained with 16 items and 2 factors explained 65.716% of the total variance. In this context, the factors are named MVa and MVb, respectively. The explanation rates of the factors in question for the total variance were found to be 54.826% for the first factor and 10.890% for the second factor (Table 4).

Table 4. Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings [a]	
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	
1	8.772	54.826	54.826	8.772	54.826	54.826	8.757	
2	1.742	10.890	65.716	1.742	10.890	65.716	1.991	
3	.964	6.023	71.739					

As a result of EFA, it was determined that the factor loadings of the factors in question varied between .657 and .862 (Table 5).

Table 5. Structure Matrix

Item Code	Components	
	1	2
MV1	.862	
MV8	.861	
MV11	.833	
MV7	.817	
MV4	.808	
MV9	.807	
MV13	.804	
MV3	.803	
MV2	.787	
MV14	.781	
MV6	.753	
MV5	.726	
MV10	.723	
MV12	.657	
MV16		.917
MV15		.913

Extraction Method: Principal Component Analysis.
Rotation Method: Oblimin with Kaiser Normalization.

4.4. Confirmatory Factor Analysis (CFA)

As a result of the EFA performed for the Perceived Maverick Leadership Scale (PMLS), which consists of 16 items, a confirmatory factor analysis (CFA) was carried out through the AMOS statistical program to determine the suitability of the scale, whose factor structure and factor loadings were determined, with the conceptual structure, and a structural equation model was established. Regarding the reference values of goodness-of-fit indices, the RMSEA value should be equal to or in the range of 0-0.05 (Hooper et al., 2008; Vieira, 2011) the GFI value should be 0.90 or above (Kline, 2005), the CFI value should be 0.95 or above (Çokluk et al., 2012), the CMIN/df value should be equal to or in the range of 0-2 (Kline, 2005; Tabachnick and Fidell, 2013). It is known that the values must be between or equal to these values.

Goodness-of-fit indices were calculated for the established structural equation model, and covariances were established between some variables because the goodness-of-fit indices were not at the desired level. Data regarding improved goodness of fit indices are given in Table 6.

Table 6. Goodness-of-fit Indices of the Model

Model	CMIN/DF	CFI	GFI	RMSEA
Default Model	2.283	.970	.925	.058
Independence Model	38.252	.000	.193	.311

The structural equation model obtained as a result of CFA for PMLS is shown in Figure 1. When the regression coefficients in the model in question are examined, it is seen that the factor loadings of each item have improved.
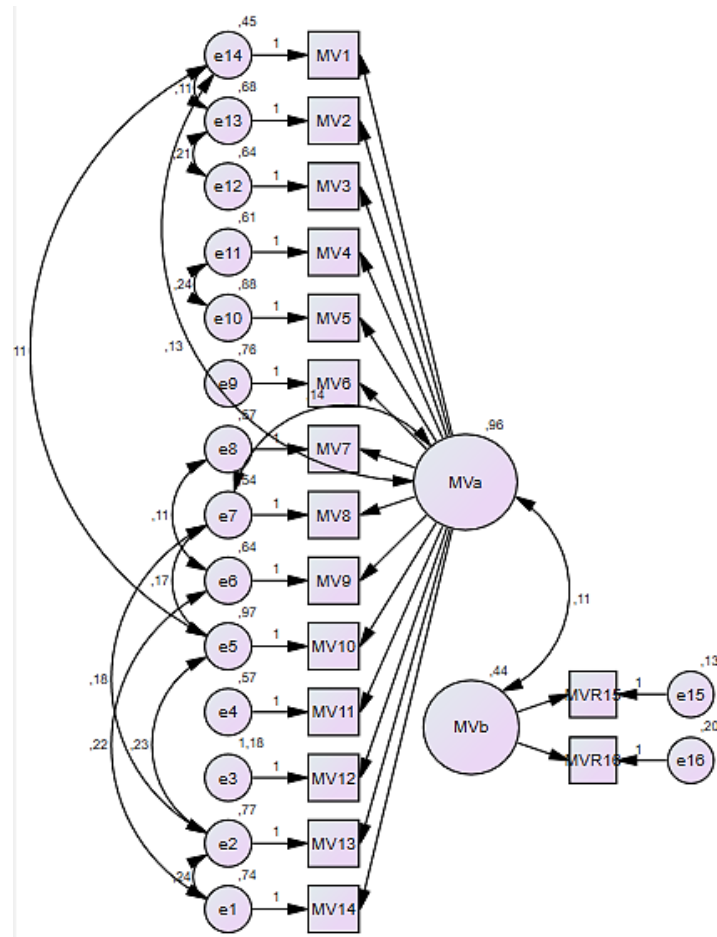
Figure 1. PMLS Structural Equation Model

4.5. Reliability Analysis

Following the content and construct validity analyzes for the Perceived Maverick Leadership Scale (PMLS), reliability analysis was carried out. As can be seen in Table 7, Cronbach's Alpha value was found to be .942. Considering that the reliability coefficient should be .70 and above, it can be said that the reliability values obtained had a sufficient level of reliability (Büyüköztürk et al., 2024: 112-120).

Table 7. Reliability Analysis

Factor	Cronbach's Alpha	Number of Items
1	.942	16
Total (PMLS)	.942	16

Table 8 includes information about the total correlation values of the items in the PMLS scale and what the Cronbach's Alpha value of the scale would be if the relevant item was removed. As shown in the table, it is seen that the item-total correlation of the items in the PMLS scale varies between .171 and .831. In addition, it was determined that when any item was removed from the scale, the total Cronbach's Alpha value of the scale varied between .935 and .947. In this regard, it is seen that the reliability level may increase to a limited extent if the reverse items MV15 and MV16, which are included in the scale only to confirm the other items in the scale, are removed from the scale. However, these items were not removed from the scale because they were necessary to confirm the other questions in the scale.

Table 8. Item-Total Statistics

Item Code	Corrected Item-Total Correlation	Cronbach's Alpha If Item Deleted
MV1	.831	.935
MV2	.754	.937
MV3	.767	.937
MV4	.784	.937
MV5	.690	.939
MV6	.706	.938
MV7	.771	.937
MV8	.821	.936
MV9	.764	.937
MV10	.668	.939
MV11	.789	.936
MV12	.607	.941
MV13	.752	.937
MV14	.737	.938
MV15	.171	.947
MV16	.192	.947

5. Discussion

Today, significant value is given to maverick individuals, who are described as positive deviants due to their creativity, rapid response to changing conditions and innovations, and their ability to act as catalysts. So much so that businesses and leaders have begun to want to go beyond traditional patterns and to have the idea that different ideas and thoughts can produce not only negative results but also positive results. In this way, the perceptions of businesses and leaders towards maverick individuals are changing positively every day. As a matter of fact, mavericks also believe that destructive actions are beneficial rather than harmful, and therefore incompatibilities are often valid. When this situation is considered from the perspective of businesses, if there is a positive deviation, this situation can be tolerated within the framework of "limited nonconformity", in the words of Jordan et al. (2002). More clearly, it can be stated that some tolerances can be provided for mavericks if high-level (hyper) norms (justice, honesty, fairness, etc.) are complied with and they contribute to the business with high performance. In this regard, in order to maximize these contributions, businesses and leaders need to recognize the strengths of maverick individuals and allow them the autonomy to challenge the status quo and produce alternative ways to achieve high-level strategic goals.

6. Conclusion

This study was conducted as a result of the scarcity of studies on maverick leadership, which is seen as a gap in the literature, and the lack of any measurement tools regarding maverick leadership. In addition, it is thought that examining the differences in perceived leadership styles as generations change is of great importance in order to manage human resources more effectively and benefit the business in today's business world. In this direction, research on Maverick Leadership was carried out, based on the expectations of Generation Z, who are taking new steps in the business world, and the leadership styles they want to see in businesses, and a measurement tool was tried to be developed in order to measure the maverick leadership style perceived by Generation Z. To analyze the data, content and structure validity analyses, explanatory factor analysis and reliability analysis were performed, and a structural equation model was established. As a result of this research conducted with 385 generation Z participants, the Perceived Maverick Leadership Scale (PMLS), consisting of 16 items, was developed. As a result of the analysis, KMO value was found to be .945, Cronbach's alpha value was found to be .942. Also, when looking at the goodness of fit values, the CMIN/df value was found to be 2.283, the CFI value was found to be .970, the GFI value was found to be .925 and the RMSEA value was found to be .058. It is thought that this measurement tool will both

compare the leadership styles perceived by Generation Z and shed light on different perceived leadership scales that can be developed in the future.

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