



VIRTUAL LEADERSHIP

Sanal Liderlik

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ABSTRACT

One of the products of the advances in the field of technology is virtual organizations. Virtual organizations are organizations that are structurally horizontal and flexible organizations, as well as formal communication, in which informal communication is used effectively, as well as organizations that are part of an effective network system. The transformation of organizations into open systems in new market conditions with new possibilities of globalization and technological developments has also constituted necessary changes in management approaches. One of the new organizational forms that organizations have to implement in a new competitive environment is virtual teams. Virtual teams represent the involvement of organizational employees in activities in different geographical regions with the help of information and communication technologies in a global environment. In these organizations, where the truth is ignored in the global context, the concept of virtual leadership is seen. Virtual leadership can be characterized as a synergistic value that can not be attributed to a person / person and is found in the system through interactive interactions of those with virtual leadership skills. In this study, the concept of virtual leadership, which has become quite widespread in recent years and is frequently encountered in scientific studies, has been studied theoretically.

ÖZ

Teknoloji alanında yaşanan gelişmelerin ürünlerinden birisi de sanal örgütlerdir. Sanal örgütler yapısal olarak yatay ve esnek yapıdaki örgütler olup formal iletişimin yanı sıra informal iletişimin de etkin bir şekilde kullanıldığı ve uygulandığı, bunun yanı sıra etkin bir ağ sisteminin parçası olan örgütlerdir. Örgütlerin küreselleşme ve teknoloji alanında yaşanan gelişmelerin sağlamış olduğu yeni imkânlarla oluşan yeni piyasa koşullarında açık sistemlere dönüşmeleri yönetim anlayışlarında da değişimi gerekli kılmıştır. Örgütlerin yeni rekabet ortamında uygulamak durumunda kaldıkları yeni örgüt formlarından birisi de sanal takımlardır. Sanal takımlar örgüt çalışanlarının küresel ortamda, bilgi ve iletişim teknolojilerinin yardımıyla farklı coğrafi bölgelerden faaliyetlere katılımını ifade eder. Global manada gerçeğin maddesizleştirildiği bu örgütlerde sanal liderlik kavramı görülmektedir. Sanal liderlik, kişi ve/veya kişilere mal edilemeyen, sanal liderlik becerisine sahip olanların interaktif etkileşimleriyle varlık bulan ve sistemde açığa çıkan sinerjik bir değer olarak nitelendirilebilir. Bu çalışmada son yıllarda oldukça yaygın hale gelen, önem kazanan ve bilimsel çalışmalarda sıkça karşılaşılan sanal liderlik kavramı teorik olarak incelenmiştir.

1. INTRODUCTION

The business world is in a great change in today's century. While developing technology creates a world without borders, it also causes serious changes in people's lifestyles. The effects of globalization are reflected in many aspects of the daily life as well as in the business world. Globalization has played an important role in the emergence of the concept of "Virtual Team" as an element that triggers new forms of work. Today, the creation of virtual teams, which are a necessity for multinational corporations, is quite difficult compared to that of non-virtual teams. At this point, the power of the

leader will be one of the determinants of the achievement. Efforts that can be attributed to top management before virtual teams are set up, and perhaps even more operational leadership efforts after establishment, have an important role in the placement of a virtual team culture organization and in the provision of this cultural effectiveness (Kirel, 2007).

In the concept of virtual management that focuses on meeting the needs of today's increasingly blurry and intangible world and shaking traditional patterns of perception the concepts such as symbol-image relation, time and space limitations, patterns, redundancies, autonomy, trust, responsibility, relationships, values, flexibility, harmony, communication, synergy, and so on come into prominence.

Rapid changes and developments in today's world have led to serious innovations in organizational structure as well as in every area. Organizations faced with the need to compete in the international arena as well as in the domestic competition conditions have to add to the near and general environmental conditions and the competition of the international environment with the opportunities and opportunities that this situation has provided. This rapid change and development is making it difficult for classical enterprise structures to adapt to this change (Çakır, 2014).

Naturally, it is not possible for enterprises to gain competitive advantage in the rapidly changing national and international environmental conditions by using their own business opportunities. Because of this reason, the enterprises that are trying to achieve rapid change and adaptation with the classical and cumbersome structures and even the matrix project structures do not have to make many operations and management activities in their own fields and create these services both nationally and internationally have began to provide from organizations that provide better services in terms of cost, diversity and productivity (Duarte ve Snyder, 2006). At this point, "virtual organizations" are in conflict. Virtual organizations are a new type of organization that enterprises have adopted and put into practice in order to be changeable and to sustain competitive advantage. In the emergence of virtual organizations, developments in information and communication technologies have played an important role. Virtual organization is an alternative enterprise where employees can do business with information and communication technologies without space and time constraints. In other words; workplace, place and time constraints are lifted, and employees have the privilege to do their jobs at the time and place they desire in these organizations (Yeşil, 2011).

Today, virtual organizations are everywhere. Nowadays, some organizations are using their capital to create virtual organizations using the latest technological superiorities or to create online business environment. Organizations that move with a cheaper, better quality, faster service mentality have entered the process of utilizing information technology. Virtual organizations have emerged to meet this need. As the number of virtual organizations increases, the number of employees and managers who are employed or want to be employed in virtual environments is also increasing. Some scholars think that this virtual working style challenges organizational behavior. Virtual teams are also involved in discussions arising from the physical separation of employees and managers. In this case, one of the questions that many managers ask themselves is "How do I manage if I do not see them?" For this reason, in organizations that choose the mode of virtual work, their behavior and organizational structure have to be well-defined. Organizational approaches that believe that attitudes and beliefs in the virtual organizations are providing the order is now behind. Organizational behaviour science will play a very important role in virtual organizations. In this respect, new studies are also needed in this area. Especially it is useful to emphasize the importance of topics such as leadership, trust, motivation, communication and culture in virtual organizations (Yeşil, 2011).

This new type of organization, which emerged in the direction of developments, brought with it the concept of virtual leadership (Çakır, 2014). The concept of virtual leadership has been examined in this study. Within the scope of the study detailed information about leadership, leadership theories and importance of leadership and virtual leadership was given.

2. LEADERSHIP

Leadership is at the forefront of the most studied and most discussed topics of management science. There have been many explanations and researches on leadership for centuries, and in the twentieth century, scientists have begun to create diverse leadership models by developing different approaches.

When the studies on leadership are examined, it is seen that there are many leadership definitions. We think that it is important to know what the leader is in order to comprehend the leadership. In this context, various leading definitions are given below.

According to Eren (1991: 357), the leader is the person who feels the common thoughts and desires that are felt by the group members but have not been opened, as an adopted goal, and who are active in the direction of this potential purpose that the group members have.

Sabuncuoğlu and Tüz (2003: 216) defined leader as the person who have referred others to behavior in the direction of certain goals.

According to Mutlu (2009: 8), the leader is someone who communicates experience and experience in a given situation and time, under certain circumstances, which helps people on a group to voluntarily struggle to achieve organizational goals, helping them achieve common goals.

Leadership is analyzed and defined in different ways according to the perspective of researchers. In this context, leadership is a subject of management science and at the same time it is a concept related to business life, as well as a sociological, psychological, political and philosophical perspective (Şişman, 2004: 1).

Leader and leadership concepts are concepts that have emerged together with the beginning of civilization, and in every age thinkers and managers were interested in these concepts (Eflatun, 2006).

Leadership, although the leadership being largely investigated in the military and political spheres firstly, depending on the settlement of large enterprises after the industrial revolution has also become one of the most important issues in the field of business (Stone and Patterson, 2005: 1).

If leadership and leadership are to be considered in simple terms, it means to lead an action or a group, or to be at the forefront of an area. On the other hand, in order to be able to define the leadership in the management field, two basic characteristics must be put together; these are to have influence over a group or group of members and help them achieve their goals. Leadership as a result of the integration of these two mentioned features; the ability to influence members to move a group or organization to its goals. While leadership defines the process for what the leader does, leader is the person who establishes this influence and control within a group or group (Lee and Liu, 2011: 1-2).

The first researches on leadership have emerged naturally, depending on the beginning of classical management researches, in this area Francis Galton's work "Hereditary Genus" published in 1869 is among the first researches on leadership. In this work, Galton focused on the inherent features of the leader, namely the heritage (Dereu et al., 2011: 7). Researches that started in the mentioned period have reached serious dimensions in the 20th century. When the historical process is examined, it is seen that the concept of leadership has been intensively studied in every period. While the first studies on leadership were based on physical factors in general, in later studies the physical features were left to elements such as knowledge, skill and charisma (Şahin, 2012: 142).

The studies conducted in the first half of the 20th century on leadership focused on the distinguishing features of the leader, such as innate intelligence, height and self-confidence. It has been tried to determine the physical characteristics related to the intellectual, emotional, social and individual characteristics of the leaders through the studies carried out during the mentioned period (Eren, 2010: 441). On the other hand, studies based on their physical characteristics are insufficient to fully meet the characteristics that the leader must have (Eraslan, 2004: 3). In addition to this, it is seen that a characteristic which is determined as a leadership qualification is observed in another individual but it does not make it a leader if it has a related characteristic. Since the variables are not universal, researchers in the later period have focused on the structure and functioning of the groups that are the subject of leadership. Research has focused on how the leaders behave and what their followers have in terms of the characteristics that the leaders have, which leads to a "behavioral leadership approach" (Koçel, 2010: 577).

Behavioral leadership theories have taken account of followers as well as leaders themselves. In the studies carried out during the mentioned period, the factor that makes the leader successful and effective has been related to the behaviors and followers of the leaders in the leadership of the first approach than those of the leader in the first approach (Koçel, 2010: 577). It is a weakness of these

views that the theory of behavioral leadership, which has a very important share in the understanding of leadership concept, does not give much weight to the environment and conditions created by the leadership process (Koçel, 2010: 583).

After the theories of behavioral leadership, "situational leadership theories" have emerged. These theories assert that leadership behaviors appropriate to the conditions will succeed in different conditions unlike the theory that behavioral leadership theories. According to these theories followers, goals, personal characteristics of the leaders and environmental conditions are variables that affect the behavior of the leader and these variables also affect each other at the same time (Eren, 2010: 445).

The development of thinking led to the emergence of modern thought approaches was of great importance in the explanation and definition of leadership concept (Koçel, 2010: 591). The accumulation of knowledge that has emerged as a result of the studies on leadership since the beginning of the twentieth century has led to the emergence of contemporary "transformational and interactive leadership" approaches. Although the concept of transformational leadership was first used in Dawston's "Rebel Leadership" research in 1973, the study named "Leadership" published by Burns in 1978, based on the foundations of today's work, introduced this leadership model to the scientific world (Cetin et al. 2012: 14). Burns divided leadership as "transformational" and "interactive" leadership based on Weber's "economic and non-economic authority source" and Simon's "administrative" approaches (Eraslan, 2004: 5). Thus, he defined two opposing leadership styles. Later, Bass improved Burns' leadership theory and make it measurable in his study (Çakınberk and Demirel, 2010:105). The study conducted by Bass later became an important contributor to the evolution of the transformational and interactive leadership by the changes with the studies conducted by Bass and Avolio (Arslantaş and Pekdemir, 2007: 262). The day-to-day transformational leadership has become very popular among both researchers and practitioners (Gül and Şahin, 2011: 241).

Leadership is a phenomenon that has existed since human history. Individuals may be involved in grouping together to meet the needs and desires that they can not reach by themselves, meet a group that can not afford to move with them, as well as need a specific group to achieve their individual goals. In this case, leadership emerges as an inevitable element.

Leadership is also everywhere where the community is. The reasons for the need for leadership in the organizations are based on the following four factors (Arıkan 2001: 288):

1. *Lack of organizational design*: The plans and designs of an organization are not all-inclusive. Lack of organizational design: In particular, behavior is more complex, more comprehensive and varied than the plan.
2. *Changing environmental conditions*: The environment in which the organization is located is constantly changing. The leader ensures that the organization, which is an open system, adapts continuously to changing environmental conditions and is renewed according to the requirements of the times.
3. *The internal dynamics of the organization*: Another tendency in the organizations is growth dynamic. As the organization grows, naturally new complex structures are uncovered and new functions are loaded into the organization. The need for coordination between these emerging complex structures and existing, and in this case new policies have to be found.
4. *The nature of human membership*: In parallel with the experiences that people gain, changes occur in the shapes and intensities of their needs, motives and special reactions.

Davis (1988) states the reason for the need for leaders in organizations and the importance of leadership: "leadership is the ability to persuade others to achieve certain goals enthusiastically. Leadership is a human factor that provides a group affiliation and motivates it to achieve specific goals. As long as the leader does not motivate the employees and does not lead them towards goals, the orientation functions such as planning, organizing and decision making will not benefit at all. Leadership is the ultimate movement that brings an organization and people in that organization and all potential success "(Ozturk, 2003: 309).

In addition, although some authors believe that democracy movements, participatory governance styles, increasing pace of scientific developments and advances in communication tools have reduced

the need for leadership, there is a leader need for the situations in order to entegrate and coordinate the human endeavors (Zel, 2011). This need can arise for various reasons and at various times.

It is extremely difficult to reach the desired and desired goals and objectives determined in the time and the desired manner without being the leader to guide them, even if they are experts in the fields of workshops that have come together in line with common goals and objectives in the business. In other words, there is a need for a restorative and authoritative lead that can take and implement the necessary decisions at any time (Akat and Budak, 1999: 213). Employees that have come together in the direction of common goals and objectives in the enterprises are extremely difficult to reach in the time and the desired manner determined to the desired goals and objectives without being the leader to guide them, even if they are experts in their field. In other words, there is a need for a restorative and authoritative leader that can take and implement the necessary decisions at any time (Akat and Budak, 1999: 213).

Given the above information, it is clearly understood that leaders have vital priorities for organizations. There are 3 main reasons for this; leader is responsible from the efficiency of the organization, in this context organizational success and failure, quality perception and leadership behaviour are closely related with each other. The second reason is that leaders provide confidence and purpose to employees. Thirdly, and finally, leaders are concerned with the integrity of the organization, and the integrity and credibility of the organization is under the leadership of the leader (Bennis, 2001: 18).

3. VIRTUALITY AND VIRTUAL ORGANIZATIONS

The concept of virtual means that it is perceived as if it existed but seemed to exist. Virtual reality also means that an event that is not actually present seems to have really existed (Koçel, 2001: 361). With the digitization of information, it has begun to be used in almost every area of our lives. People now prefer not to live with their habits but to live their lives with technology that is fast and reliable. The increase in the importance of information technology has made it possible to convert physical information into digital, and as a result of these developments, a reality of virtual reality has emerged (Ebrahim et al., 2009). At the beginning of the 1960s, with the starting of networking activities, the bases of data transfer were established, and the concept of time and space got out of the way thanks to the development of network structures and the establishment of an international network structure over time. Thanks to the developments in technology and knowledge, costs have decreased, speed has increased, and there has been a significant change in the field of telecommunications, and also made the electronic environment necessary. The ability of businesses to adapt to dazzling changes depend on their ability to be able to respond appropriately to global trends in their communities and to become an information society by institutionalizing learning. Increasing the importance of knowledge and rapid change process had moved social structure from industry society to information society and have also laid the groundwork for many changes in the organizational area (Çakır, 2014).

Concepts such as standardization, decentralization and factory order related to industrial society have have lost importance and left their place to concepts such as continuous change, global scale, rapid and flexible production. The enterprises began to use communication channels more effectively depending on the developments in the information sector, and with the help of technology, they became physically independent and started to accept network-based business models (Dimovski and Penger, 2002).

With the help of networking, enterprises have started to make their business activities in partnership with companies located in different regions and countries. The loss of the obligation to meet at a certain center of the talented workforce in different regions has moved the boundaries of the business to the global dimension. This innovation movement that caused diversity also caused a change in the organizations. The structure of the organization has begun to become more flexible in the form of rigid organization and the function of management has also changed from bureaucratic to anti-bureaucratic. Disappearing of the boundaries and moving competition to the international dimension with the globalisation have forced organizations to provide faster, more conomical and quality services by taking advantage of information technology. Since virtual organizations have the feature of being a model to present this changing service concept have gave direction to the change in the late 20th century (Çakır, 2014).

3.1. Postmodern Processes Directing Management to Virtuality

New concepts such as e-economy (new economy), e-commerce, information goods, e-money and d-cash, e-government, e-work (tele work) in the process of e-structuring based on technological and digitalization which started in the middle of 1980s and accelerated in the last half of 1990s working (tele-working) have emerged.

3.1.1. E-Economy (New Economy)

The new economy that emerged in the US and began to feel self-conscious in the 1980s has exploded since the 1990s. Postmodern elements of the new economy can be listed as follows (İnce, 2000: 153-154):

- *Information:* The new economy is the information economy.
- *Digitalization:* The new economy is a digital economy
- *Virtual World:* The nature of economic activities change as the information changes from analog to digital.
- *Moleculation:* Organizations that form the basis of economic activities leave their place to molecular and dynamic units
- *Integration/Connecting with the Network:* The new economy is a communication network economy.
- *Disintermediation:* Intermediary transactions, enterprises and individuals are disappearing
- *Collaboration at a Point/Convergency:* All sectors of the new economy collaborate in the computer and communications industries.
- *Innovation:* The ability to create innovation is the most important dynamic of the new economy.
- *Producer-Consumer:* Thanks to the technologies that enable interactive interactions, the borders between the producer and the consumer are disappearing in the new economy.
- *Speed:* The most obvious feature of the new economy is speed. Real-time transactions provide an incredible speed in contracting/renewing in production, marketing, accounting and inventory processing.
- *Globalization:* The geographical boundaries of the new economy are disappearing. The concept of nation-state loses importance and dependency among countries is increasing.
- *Conflict:* Social contradictions and conflicts tend to increase. The gap between the owner and the non-owner is growing.

The basic characteristics of the new economy are as follows (<http://www.isguc.org/edusunyenieko.php>):

- The cost of information production is much lower than the cost of industrial production. The value of information economy companies compete with giant industry companies.
- While the geographical position has a strategic importance in the old economy, the concept of distance in the new economy is not important.
- The concept of time stands out in the new economy. Companies can communicate with each other and with customers instantly on the Internet.
- Brain power has a critical role in the new economy.
- The introduction and sale of a new product on the internet can be done quickly and if the product is kept, it can lead to sales explosion.
- Market share has become the main factor determining the market value of companies. Some companies distribute free products on the internet in order to increase their market share, thereby increasing the market value.
- Traditional distribution channels and franchisers are under threat of the internet. The Internet ensures direct contact of the companies with customers.
- The share of the information based parts of products is increasing gradually in total value

- With new softwares, it is easier for customers to compare prices.
- It has become possible to access the desired product instantly and to buy it from the internet.

3.1.2. E-Commerce

The opportunities that the internet which is the backbone of the new economy creates for the business world, emerge as e-commerce. E-commerce (Keser, 2000: 93):

- Manufacture, promotion, sale, payment and distribution of products through computer networks.
- Being done the production, advertisement, sales and distribution of goods and services via telecommunication networks.
- Sharing structured and unstructured business information between producers, consumers and public enterprises and other organizations via electronic tools (e-mail and messages, electronic bulletin boards, world wide web technology, smart cards, electronic fund transfer, electronic data exchange, etc.) in order to conduct business, management and consumption activities.

The main objectives of e-commerce applications can be sorted as follows; to increase the market share, to reduce costs, to shorten the time used for products and services, to expand the supply chain, to be accessible on a global scale, to facilitate customer service and communication, to improve service quality, to ensure customer continuity (Dolanbay, 2000).

E-commerce relations are categorized in three categories (Özmen, 2003: 33):

- B2B (Business to Business): Between enterprises, institutions.
- B2C (Business to Consumer): Between the company and the end customer.
- C2C (Consumer to Consumer): Among the consumers.

To reach the benefits that can be gained from e-commerce and to better evaluate opportunities, it is necessary to integrate as much of the transaction as possible into e-commerce. The process and the result are formulated as follows (Dolanbay, 2000: 33-34):

$$\text{SCM} + \text{CRM} + \text{ERP} = \text{SUCCESS}$$

$$\text{Supply Chain Management} + \text{Customer Relationships Management} + \text{Enterprise Resource Planning} = \text{SUCCESS}$$

3.1.3. Information Goods

Information goods; are non-rival, non-excludable, non-transparent, and tend to reduce production costs, digitize, and code into pieces. In this comprehensive definition, the disclosure of information goods differs from that of traditional goods as follows (Yürekli, 2002: 29):

- *Nonrivalry*: Traditional goods are rival each other during consumption. When a good is preferred, other goods are excluded from this preference, and at the same time the preferred good becomes unavailable to other persons. However, information goods are not competing with each other. That is, any information good can be used by more than one person at the same time, and any information good can be used simultaneously. Therefore, no alternative cost or opportunity cost situation occurs in information goods.
- *Nonexcludability*: When an individual good bought a traditional good, he/she obtains the property right and excludes other consumers from the use of that good. In the case of information goods, it is only partially possible to exclude other persons from the use of that goods.
- *Nontransparency*: Since the information about the traditional goods are wholly known by the consumers the buyers buy the goods knowingly. In this context traditional goods are transparent. On the other hand, this information can only be obtained after the consumption of the goods. Therefore, the information goods are not transparent. Because of this feature information goods are also called as "experience goods".

- *Decreasing production cost structure*: Generally there is a reducing profit according to scale in the production of traditional goods. As the amount of production increases, there is an upward trend not only in marginal costs but also in average costs. Although in the production of information goods initially there is a huge investment called as sunk cost, copying (replenishment) takes place at very low costs. Therefore, it can be said that there is a tendency to decrease marginal and average costs in the production of information goods.

3.1.4. E-Money and D-Cash

Electronic money (e-money) is defined as payments received electronically within the scope of interbank payment systems or funds transferred in interbank information networks (Yürekli, 2002). All of the electronic devices that are used to make payment by the customer, stored in the electronic environment and deducted from the total after processing are in e-money (Yürekli, 2002).

The first e-money example is fund transfers made by the Federal Reserve banks via telegraph based on the cable system leased in the United States in 1918. These transfers, which were converted to telex format in 1937, were made entirely computer based in 1973 (Melzer, 1997). For example, the Clearing House Interbank Payment System (CHIPS) and the Society for Worldwide Interbank Financial Telecommunication (SWIFT) can be given as examples (Yürekli, 2002).

The increase in the performance of computer systems and the simultaneous cost reduction have made it possible for households, now called "end-users", to transfer funds electronically. In this context, digital money (d-cash) whose definition differs depending on the purpose of withdrawal, with being an e-money genre is defined as e-money that can be used to replace paper money and coin money (Bayraktutan and Orhan, 2002: 46).

The first d-cash example is the "Diner's Club" credit card, which was offered in 1950 by using "dine & sign" slogans, only available in US restaurants. The first international cards offered in 1958 are "Bank Americard" and "American Express". D-cash that is also known as plastic money, plastic cards, payment cards, bank cards, credit cards, debit cards, ATM cards, check cards, store card, smart card, chip card, affinity card, expense card, gold card, virtual card and so on, is the most widely used international organizations today at VISA, MasterCard, Amex and Diner's Club (Bayraktutan and Orhan, 2002: 68).

3.1.5. E-Government

The e-government concept and practices that come into as a result of becoming operative of information and communication technologies in public activities includes e-information, e-services, e-procurement and information management that the government institutions and government employees used for accessing to other public/private institutions and citizens (Kayalı et al., 2002: 121).

The e-government more detailly (Bilen and Şanver, 2002: 101);

- Developing safety systems that can work in harmony with each other by investigating technologically, institutionally and politically the possibilities and limits of system integration and scalability,
- Developing methods and measurements constantly renewing themselves in order to make possible the use of internet technologies, accessing to government information, electronic voting and taxation systems, enable citizens to participate in democratic process,
- Providing new and integrated services as becoming of the Internet more common in the public sector and among the public,
- The services provided by the state are provided by partnerships of private enterprises and non-governmental organizations and other organizations;
- The technologies that will be developed for researching, selecting, analyzing and sharing information are deeply influencing the decision-making processes of public officials and, with the use of these technologies, public participation and open state concepts are becoming possible;
- Becoming of electronic archiving and recording in public sector a part of daily life,

- Existing more advanced and constantly evolving information technologies management,
- It is the government in which all advanced information technology applications to be realized in the state are integrated with policies, processes, information and technology.

3.1.6. E-Work (Tele-Work)

An alternative to the concept of traditional and limited work, the increasingly widespread tele-work is a new e-business style in which employees do not have personal contact with other employees in a place separate from the workplace (from production buildings or central offices) and the communication is carried out electronically. Tele-work can be categorized as working at home, working away and mobile working depending on the place where the work is performed (Daniels et al., 2001).

- *Working at home:* It is the kind of tele-work that is performed in the home environment.
- *Working away:* It is the type of tele-work carried out in offices that are located at a convenient location for employer and/or customer, away from home and work center. Satellite offices which are under the supervision of the employer, joint offices where the employees from different companies are together, communication technology is designed as a study area of a certain group and the employment is rented tele-centers; Tele-houses are independent types of remote offices where independent tele-employees gain experience and can be found in employment initiatives.
- *Mobile working:* A type of tele-work in which the mobile works are carried out openly with the help of a laptop computer and mobile phone.

The main reasons for the transition from traditional to tele-working can be listed as follows (Putnam, 2001: 544-57):

- Organizations that use tele-working; can save workplace expenses, can employ talented individuals who reside in different geographies, can bring employees closer to their customers, and can increase the flexibility of working hours.
- Tele-employees; can make interrupted traditional working days more efficient, reduce the transition time for there and back to workplace, work more comfortably in the remote home environment than the workplace complexity, and be more flexible in their family and private lives and be more pleased with better quality of life.
- When considered ecologically; fuel consumption and traffic congestion in cities may be reduced.
- When it is assessed as socially; new employment areas for disabled people may arise.

3.2. Virtual Team Concept

Unlike non-virtual teams, virtual teams are teams that exceed the organizational boundaries and time-space boundaries with the power that they got from computers and communication technologies (Lipnack and Stamps, 1997: 6). In order to better understand the concept of virtual teams, it would be more appropriate to descend to the origin of the words that make up the concept. In daily life, the adjective "virtual" is used to describe some objects that are non-existent or unreal. But, making a team virtual is not actually related to non-existency, it is related to the computer and communication technologies that the team used during operation.

There are three main factors that lead to the adherence of a virtual nickname to a team (www.workteams.unt.edu/reports/Cantu.html):

- Differences of the members in terms of the geographical location and time zone in which they participate,
- Variations in the context of the institutions in which the members belong to,
- The level of the use of computer and information technologies while fulfilling the tasks and social interactions.

The most important of these three factors is the team's use of communication and computer technologies while fulfilling their duties, which is indispensable for the team to have virtual identity. In other words, teams that do not use communication and computer technologies in the direction of the team's duties are not considered as virtual teams. The other two factors are not within the scope of necessity. In other words, if these two elements are not provided, a team can carry a virtual team identity. On the other hand, whether or not these two factors are included in the characteristics of the team also strongly influences the virtualization level of the team. The more a team uses communication and computer technologies in the direction of team duties, the more the time, place, and the differences of the organizations the greater the degree of virtualization of the team. At this point, questions may arise regarding the optimal degree of virtualization in the minds of readers. The optimal degree of virtualization for each team will vary from one to the other within the framework of the contingency approach. On the other hand, it is accepted that the popular concept of recent times is that globalization requires virtualization. Because today, organizations are seeking strategic alliances with different organizations at different points of the world in their interests (Hunsaker and Hunsaker, 2008). Another point that the thinkers who have left a mark on the virtual team literature mentality agree that extreme virtualization will often negatively affect individual, team and organization performance. This is natural because it is often not possible for members who sometimes never see each other to think of each other as virtual teams (Eryilmaz, 2001: 6). This can affect individual performance and team performance negatively. On the other hand, the second part of the virtual team concept is related to the team concept. In order for a group of individuals to be defined as a team, the individuals have to service their complementary talents and abilities to the community, push their individual goals to the foreground and push their individual goals to the fore and also having a leader (Williams, 1996: 11-12).

3.2.1. Management of Virtual Employees

The virtual workplace requires employees to change their work patterns and managers to change their management style. In flexible business practices, managers need to give up the "observation of employees" and "face-to-face relationships" behaviors to manage their employees successfully and thus achieve the pre-determined goals (Rugelmass, 1995).

Managers need to pay attention to two points in order to be effective in a virtual workplace environment; focusing on results rather than focusing on time, and recognizing, embracing the virtual workplace and acquiring the skills needed for the virtual workplace. The realization of these steps will provide developments in efficiency, profitability and customer services (Kutanis, 2002).

The virtual workplace is changing the way it works and this presents difficulties for the managers, and the difficulties with the virtual workplace arise from the fact that the employees and the managers are physically separated from each other (Kirel, 2007).

The virtual workplace changes working styles and this causes difficulties for managers. The difficulties with the virtual workplace arise from the fact that the employees and the managers are physically separate spaces (Yücelbakan, 2003).

3.3. Virtual Leadership Concept

Virtual leadership, which has become common in recent years, is defined as a social influence process that causes change in emotion, thought, behavior, opinion and performance through information technology in an individual, group and/or organization in a virtual environment (Avolio, 2000).

When the studies about virtual leadership are examined, the basic features of virtual leaders can be listed as follows (Yücelbakan, 2003; Zaccaro and Bader, 2003):

- *Virtual leadership is primarily interactive:* Virtual leadership consists of interactive interactions, either linearly or diagonally, within and between units, within and between organizations.
- *Virtual leadership is post-hierarchical:* Virtual leadership can take place at any hierarchical level of organization.
- *Virtual leadership is more blurry than classical leadership in terms of its structure:* Virtual leadership is an embedded system within a large organization, and it contains covered models of how interactive interactions are.

- *Virtual leadership can be shared:* Virtual leadership can be shared between virtual team members as time goes by, as well as owing to a single individual.
- *Virtual leadership is a system:* Virtual leadership is a system that incorporates the qualities of interactions and relationships in the context of leadership culture that characterizes collective leadership and organization within group interactions.
- *Virtual leadership is a resource:* Virtual leadership is the source of structures that guide movements through technology as a concept.

3.4. Leadership in Virtual Teams

In virtual teams, it is possible to examine the leadership in two main sections. The first one of the sections is the leadership activities carried out until the virtual teams are established and active. The second one is the leadership activities that are exhibited after the virtual teams are established, and it will be appropriate to divide them into two sub-divisions. The first one of the sub-divisions is the leadership activities that the top management makes in the allocation of resources, information and time to virtual teams, sometimes taking place in a virtual team (Oertig and Buergi, 2006). The second sub-division of the leadership activities after the virtual teams are settled is the task leaders determined when the virtual team goes through and the social leadership that emerges naturally after the team starts to work. Here we will talk about the leadership activities desired to be realized before virtual teams are established. As can be seen from these explanations, the first part of leadership in virtual teams is more concerned with the responsibility of top management. The second part is more operational and linked to lower-level employees (Kayworth and Leidner, 2002).

There is intense discussions among thinkers about the following issues; "Are some changes necessary before virtual teams are established in an organization?", "If so, should the architecture of this change be the leader?", "That is change is a leadership duty?". A group of thinkers argue that the leader's primary mission is to ensure the continuity of the organization. According to them, this is only comes true the protection of belief, value, assumptions, etc. in an organization by the leader (Zigurs, 2003). The thinkers on the other side of the discussion argue that "the only thing that does not change is change". The main task of the leader is to adapt the organization culture to the changing environmental conditions. In fact, the thinkers in this group call some public personnel and managers in the private sector who believe their main task is to maintain status quo, not a leader, but bureaucrats. In fact, there are points where both thinkers are right. It is better not to approach the argumentative side with the strict thoughts of just one's opinion, that is, the Aristotelian Statement. Namely; yes, culture will be institutionalized as long as the culture protected and in this context to support culture is the task of the leader. But it is also the task of the leader to prevent this institutionalization from reaching dimensions that would prevent the survival of the organization. Such that; most organizations bring new leaders to the organization to solve the emerging crisis. However, since the criteria used in the selection of leaders are in line with culture, new leaders can not find a solution to the problem and the event becomes a vicious cycle. The organization culture has to be harmonized with the environment to help it survive, and in this context, necessary changes must be made in the set of beliefs, values and assumptions. In that case, may be said that there are two main tasks of the leaders in terms of organization culture; the first one is to make an effort to maintain the survival of organization culture as long as the kept organization healthy. The second one is perceiving impediment of the culture due to the changes in the outside world and in this context making changes in the culture components or if necessary, creating a completely new culture. These emerging environmental options will also determine the preferred leadership style in the transition to virtual team cultures. According to Trice and Beyer, "Transformational Leaders" change old culture; charismatic leaders create a new culture (Erçetin, 1998: 68). It is possible for an organization that has never used teamwork before to establish virtual teams, even those virtual teams may also be successful. But it would not be too much wrong to expect the organization to be a less painful process than the previous option to build virtual teams in an organization of teamwork, or at least those individuals who have previously participated in teamwork. Therefore, it is possible to say that the transition to the virtual team culture can be more comfortable than being in an organization where teams and team cultures exist. When the transition from non-virtual team based organization culture to virtual team based organization culture occurred the leadership style will also have a meaning, which is transformative leadership. Because virtual teams are ultimately a team. So, instead of creating

a completely new culture, leaders will lead the transition from non-virtual team culture to virtual team culture. As mentioned before, there must be significant changes in the set of beliefs, assumptions, and values to speak of a change in organizational culture. In this sense, however, there is no big difference between virtual teams and non-virtual teams. The difference is more largely due to the changes in the way these teams perform their duties. On the other hand, performs for not forming a completely new culture and establishing a new culture through the evolution of existing culture have pointed out that the leadership style close to transformative not charismatic. This situation does not give any assurance that the leadership style is absolutely transformative leadership. In this context, it will be useful to indicate whether displayed leadership features intersect with the transformational leadership features defined by Bass. Transformational leaders are often perceived as charismatic and exhibit some behaviors such as high level of self-confidence, a higher expectation from the audience, and so on that exhibited by a charismatic leader. The concept of virtual team is very new and examples in the world are limited. Therefore, it will not be easy to convince people about virtual teams, even if the logic of virtual teams and the benefits are explained to organization-team-individual. At this point, the leader will have to demonstrate his charisma. Intellectual incentives are also important for virtual teams. Leaders should not see any information unnecessarily in such an environment and should encourage organizational members to obtain as much information as possible and in as many different fields as possible before virtual teams are established. Because members will have to work in very different virtual teams over time and work on projects that require very different specializations. Another important point is the interest that leaders show potential virtual team members. Particularly if the leader has had the experience of taking part in a virtual team, the process of sharing his knowledge with others will become more meaningful and critical (Yukl, 1994).

As can be understood from the above explanations, it may be appropriate for the leader to act as a transformational leader at many points as the transition to virtual team culture. There are basic mechanisms that the leaders use in order to shape their organization culture. These are as follows (Yukl, 1994: 356-357):

- Leader's interests
- Leader's reaction to crisis
- The leader is the role model for the followers
- Leader's award distribution style
- Criteria used during the recruitment and dismissal of individuals
- Design of organization structure
- Design of systems and procedures
- Physical design of the organization
- Stories, legends, myths
- Official expressions.

It is also clear that education, teaching and development efforts will have an important role in establishment of the culture (www.managementfirst.com/articles/strategy.htm). In fact, these mechanisms have two main functions; first, they help establishment of the culture. Second, these are the reflection of the existing organizational cultures and especially serves as a guide for those participate to the organization currently. Anthropologists analyze the cultures of civilizations that ruled in the world in the ancient times, starting from artifacts. The artifacts that can be used in the analysis of cultures of organizations are; jargons, symbols, stories, heroes, current practice, etc. (Stroup, 1996: 44).

These mechanisms mentioned above can also be used easily for the establishment of virtual teams to the organization. It will be appropriate to support this idea with a few examples. Technology plays vital role in virtual teams. As mentioned before, the members' computer and communication technologies usage level is the most important factor for virtual teams. Technology can be used in two ways as an election criterion in determining the individuals to be selected as members of virtual teams. Firstly, education of basic team processes such as team decision-making, team communication team meetings and education of computer and communication technologies that the team will use when performing the task can be given if the person who starts working in the organization does not take it in the organization that he / she worked before. Secondly; organizations may determine standards for the level of use of the required technologies during the election of individuals to the

organization and may screen candidates who can not meet these standards. By this means, the value that the organization gave to the virtual work is being underlined. Again, if the organization prefer to work from outside the office as a part of the virtual team work, the candidates may be chosen according to the "Discipline yourself" feature, which will become important in the case of working from outside the office.

It is important that leaders be role models for their subordinates. It is possible for the audience to make a concerted effort if the leader only expects something from the audience that he/she has applied. Leaders must first provide material and spiritual support for the establishment of virtual teams, and then set an example for the audience by actually taking part in a virtual team. When virtual teams are thought to be teams established primarily for information production, a virtual team establishment by the community of leaders, one of the main tasks of which is to remedy the problems of the organization, will become an example to the spectators and functional.

The attitudes that leaders exhibit while providing cultural exchange are different from the managers. In the transition to virtual team cultures, it may be more rational to exhibit leadership behaviors against change than management. Virtual leaders are chosen according to the project or issue, regardless of the hierarchical layout as in the classic teams. Virtual leaders must have different attitudes and skills to manage their employees (Afgün, 2006).

In virtual businesses, managers mostly play a facilitating role not giving order. The duty of the administrators is to control the system and ensure that the services are produced by providing the necessary information and resources. In order to ensure effective sharing of information among virtual workers, virtual leaders must occasionally come together through various social activities and ensure that employees are continuously informed of relevant developments and news related to the company. Vision, mission and goals are crucial in terms of integrating employees in the virtual environment. At the same time, vision and mission serve as guidelines for decision making of virtual workers. Because of possible incomplete communications or misunderstandings, virtual leaders take utmost care to ensure effective communication between employees who are away from each other. Establishing mutual trust is the most important factor within the virtual environment according to the power and control over employees for virtual leaders. On the other hand, the trust environment to be established and the development of the auto-control system in the virtual employees will also be provided. It is obvious that due to the power and control over virtual employees, employees are often far away from direct supervision and therefore can not be effective.

Managing virtual organization essentially means managing unseen (Yücebalkan, 2003). For this reason, managers who have not yet adopted the technical solutions have to be very careful not to lose control (Yücebalkan, 2003). Managers who are reluctant to work tele-expressing a break with classical thought in the full sense must change their views on the field of business, control and discipline. Because the success of tele-work depends on the support of managers and co-operation with employees (Spence, 1998).

In today's world, managers can be overcome by changing paradigm, which is in front of virtual organizations that find applications in many sectors such as information, broadcasting, finance, education and health (Yücebalkan, 2003). But the paradigm shift, in other words, the shift of thought can be realized by learning about leadership and technology development (Lowe, 2000).

In summary, managers need to carry the following features to be successful in virtual organization (Cascio, 1999: 1-13):

- Having a good faith that employees will perform their duties when they are out of the field of supervision,
- Having a positive and clear attitude,
- Having the ability to communicate properly, either formally or informally, with or without employees,
- Ability to set performance targets and develop strategies,
- To be able to put metrics for team activity,
- To be able to develop strategies that can fairly reward team members
- To be able to make virtual business meetings and plan the agenda
- To be able to argue cultural differences constructively

- To be able to create a working environment not only through mediation but also through cultural differences,
- The ability to plan and communicate how team activities, such as planning, communication, eyeballs and meetings, will interact with team members' cultures,
- To be able to make career planning with team members,
- To defend team members against top management in order for team members to work in new positions,
- To fulfill his promises,
- To establish good relations with the employees in a short time,
- Having the ability to represent the organization well and not leaving behind until the work is completed,

4. CONCLUSION

Recent technological developments and developments especially in the field of information and communication technologies have had important effects on business and organizational life. Developments in the field of information-communication technologies are described as revolutionary changes. In other words, it is thought that this change can significantly change the business life and organizations (Çakır, 2014). Despite the extremely short history of change in the Internet and other information-communication technologies, organizations have gone on to reevaluate their structures, their functioning, in the direction of these developments. It can be perceived as a means to transform the situation of information-communication technologies and threats to existing organizations (Ebrahim et al., 2009). It can be argued that this rapid change gives the organizations the opportunity to produce and market their products with less cost.

Leadership is of the utmost importance in the settlement of a culture into an organization. Leaders contribute to the settlement of the culture with the criteria they use, while rewarding the behaviors, practices, procedures, and audiences they exhibit (Arıkan, 2001). Because actions always bring more voice than words. On the other hand, it is not easy to place an organization in a non-virtual team-based organization, but the complexity of virtual teams makes it even more difficult. It is also clear that the actions to be taken to place virtual team cultures are different and difficult to implement than to place in non-virtual team cultures (Yeşil, 2011).

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