DEVELOPING A LIKERT-TYPE MEASURE TO ASSESS
TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP STYLES IN
TURKEY

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Approval of the Graduate School of Social Sciences

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ABSTRACT

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TURKEY

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Aim of the current study was to develop a valid Likert-type measure to assess transformational and transactional leadership styles in Turkey. At the development stage; the literature was reviewed in terms of definitions and behavioral examples of these leadership styles and mostly prized organizational values and leadership styles observed in Turkey. Interviews were conducted to obtain behavioral examples related to how transformational leaders behave in general, followed by a content analysis of responses. A total of 37 items were developed and the Transformational and Transactional Leadership Scale (TTLS-TR) was validated with a sample of 165 employees and 38 superiors. Construct validation indicated a two-factor structure of transformational and transactional leadership, converging associations with the Multifactor Leadership Questionnaire (MLQ), especially for transformational leadership, and a close-to expected correlation between transformational leadership and extraversion. Concurrent criterion-related validation indicated that transformational leadership predicted job satisfaction, affective organizational commitment, and the satisfaction of work-related basic psychological needs of relatedness and autonomy, whereas transactional leadership did not. The basic

contribution of the study is the introduction of the TTLS developed in Turkey, which includes culture-specific elements of valued leadership behaviors.

ÖZ

DÖNÜŞÜMCÜ VE ETKİLEŞİMCİ LİDERLİK STİLLERİNİ ÖLÇEN LİKERT-TİPİ ÖLÇEK GELİŞTİRİLMESİ

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Bu çalışmada; Türkiye'deki dönüşümcü ve etkileşimci liderlik stillerini ölçen geçerli bir ölçek geliştirilmesi amaçlanmıştır. Bu kapsamda; literatür taraması yapılmış, dönüşümcü ve etkileşimci liderlik stillerinin tanımları, davranışsal örnekleri ve Türkiye'de en çok önemsenen örgüt ve liderlik değerleri incelenmiştir. Ayrıca, mülakatlar gerçekleştirilerek dönüşümcü ve etkileşimci liderlerin davranışlarına dair örnekler toplanmış, toplanan yanıtlara içerik analizi uygulanmıştır. 37 maddelik bir test geliştirilmiş ve bu testin geçerlilik çalışmaları 38 yönetici ve 165 çalışandan oluşan bir örneklemde test edilmiştir. Yapı geçerliliği testleri, dönüşümcü ve etkileşimci liderlik olmak üzere iki-faktörlü bir yapı ile sonuçlanmış, özellikle de dönüşümcü liderlik tarafında Çok Faktörlü Liderlik Ölçeği ile bağdaşan sonuçlara ulaşılmış ve dönüşümcü liderlik ile dışadönüklük arasında beklenene çok yakın bir ilişki gözlemlenmiştir. Ölçüt-bağıntılı geçerlik testleri sonucunda; dönüşümcü liderliğin, iş doyumu, duygusal örgütsel bağlılık ve işe dayalı temel psikolojik ihtiyaçlar olan ilişkisellik ve özerkliği yordadığı doğrulanmış ve etkileşimci liderlik bu boyutları yordamamıştır. Bu çalışmanın literatüre temel katkısı, Türk kültürüne özgü liderlik davranışlarını da içeren ve Türkiye'de geliştirilmiş bir Dönüşümcü ve Etkileşimci Liderlik Ölçeği'nin kazandırılmış olmasıdır.

Anahtar Kelimeler: liderlik, dönüşümcü / etkileşimci, kişilik, iş tutumları, işe dayalı temel psikolojik ihtiyaçlar.

To the most valuable person in my life,

My sister, Serap.

So glad I have you.

ACKNOWLEDGEMENTS

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CHAPTER 1

INTRODUCTION

1.1 Overview

Aim of the current study is to develop a Likert-type measure which can successfully assess transformational and transactional leadership styles in Turkey. Researchers, who need to use a scale measuring transformational / transactional leadership, generally buy license and use the Multifactor Leadership Questionnaire (MLQ) for that purpose. The rationale for developing a transformational and transactional leadership questionnaire is two-fold: 1) freeing researchers from purchasing the MLQ, which lacks any systematic reliability or validation study in the Turkish context and information pertaining to its translation, 2) inclusion of culture-specific representations of leadership behaviors that would also go under the general transformational leadership style with a focus on employee well-being.

At the development stage; the literature was reviewed in terms of definitions and behavioral examples of transformational and transactional leadership styles, general leadership behaviors, mostly prized organizational values observed in Turkey, and the Self Determination Theory (SDT). Also, a bunch of interviews were conducted to get the behavioral examples related to how transformational and transactional leaders behave in general and later, a content analysis was conducted on interviewee responses.

Validity of the newly developed test was researched in terms of construct validity and criterion-related validity. For the construct validation; first, the newly developed test and the MLQ was compared and second, associations with the theoretically-related personality dimensions in the nomological network of transformational leadership were tested. For the criterion-related validation; the relationships between the transformational leadership scale and work attitudes and work-related basic psychological need satisfaction were investigated.

In this chapter; definition of leadership, contingency approach to leadership effectiveness and a comparison of transformational and transactional leadership

styles will be presented which will be followed by a detailed research on the transformational and transactional leadership styles and findings related to their effectiveness. Lastly; leadership studies in Turkey will be presented.

1.2 Definition: What Is Leadership?

In today's world, we want to increase the benefits of the employers and also aim the employees to be satisfied with their work for which leadership and management manners are very important. In the first place; it is important to distinguish between the concepts of 'leadership' and 'management' by emphasizing that the concept of leadership has been taking the place of traditional management. Manager and the leader do not have to be the same person because while a manager manages us and tells what to do, a leader leads us and tells also how to do, and if necessary carries out the work together with his / her followers. Leadership is the ability to motivate a group of people towards common goals and it is a focused action directed to a worthy purpose (Bennis & Nanus, 1985). 'Leadership is a process by which one person influences the thoughts, attitudes, and behaviors of others' (Mills, 2005, pp. 11). A leader is the person who can guide and motivate. Leader is someone who has a moderator role for the organization to reach its goals. Leadership role involves making critical decisions by foreseeing the future and making people believe in his / her decisions.

Next; contingency approach to leadership effectiveness will be presented which will be followed by leadership effectiveness based on transformational and transactional leadership.

1.3 Contingency Approach to Leadership Effectiveness

Leadership effectiveness is based on many factors such as the personal characteristics of the leader, situational factors the leader works in and the leadership style conducted. As people are different from each other in terms of their individual characteristics, they also differ in their ways of expressing leadership which in turn differentiate their effectiveness. In the literature, up to now, there have been many arguments and approaches which tried to understand what makes a leader an effective one. Fiedler (1967) also attempted to define the conditions underlying the

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most effective leadership styles and developed the Contingency Model of Leadership Effectiveness which includes both leadership style and situational factors. Contingency approach looks from an interactional perspective and pays attention to the fit between the leadership style and the context. Fiedler believes that; performance of a group is contingent upon the motivational systems of the leader and the situation favorableness (Fiedler & Chemers, 1974).

In the current study; a scale which can measure transformational and transactional leadership styles was aimed to be developed and as being similar to the literature, it was hypothesed that transformational leaders were more effective than the transactional leaders, in terms of many aspects, especially the job attitudes. According to the contingency approach, leadership style is very important to determine its effectiveness and in today's world and specifically in Turkey, leaders who are more relationship-oriented, more paternalistic and more transformational are more valued by the subordinates.

1.4 Transformational Leadership vs. Transactional Leadership

The contemporary approach to studying leadership focuses on transactional leadership, transformational leadership and laissez-faire leadership. Transformational and transactional leadership styles will be emphasized here mostly and they will be compared to each other in terms of their effectiveness while laissez-faire style will be presented briefly.

Some leaders show transactional characteristics while others show transformational characteristics. These transactional and transformational leadership styles were identified by Burns (1978). On the one hand, transaction means 'buying and selling' and *transactional leadership* may be defined as 'some kind of trade between the leader and the follower 'in which the leader gives punishments / rewards and the follower fulfills required tasks. On the other hand; transformation means 'conversion' and *transformational leadership* may be defined as 'leading the followers to change into a positive and more motivated mood' in which the leaders' aim is to motivate followers in order to succeed. Some leaders prefer to be invisible and those are called *laissez-faire leaders*. These leaders are known to avoid supervisory responsibilities by being inactive. They fail to take the responsibility of

managing. It can be assumed that the laissez-faire leader may not be skilled enough to supervise or may not be motivated to do so. Because the aim of this study is to develop measures that would predict transformational and transactional leadership styles; these two constructs will be reviewed next by mentioning separately and together in comparison.

Burns (1978) was the first to mention the concept of transformational and transactional styles in a political science context and later Bass (1985) formulated it into an organizational leadership theory. Burns (1978) distinguished between transformational and transactional leadership styles. Later, Bass (1985) presented the Full Range Leadership Model by extending Burns' study. In contrast to Burns' (1978), Bass (1985) did not suppose transformational and transactional leadership styles as being completely opposite notions.

Transactional leaders generally use contingent reinforcement and contingent punishment to change follower behaviors (Bass, 1985). On the one hand, when the work is well-done, they praise, make recommendations for promotions or honor the worker in public. On the other hand, when the workers do not perform as expected; they pay attention to the deviation from expectations (Bass, 1985). They inform their followers about what is expected of them and what they can get when they fulfill the requirements (Bass, 1985), such that it is a trade. Transformational leaders try to motivate their followers intrinsically by providing challenges while transactional leaders aim to achieve the same end by using external rewards and threats. While transactional leaders continuously monitor their followers and try to control their behaviors by using rewards / punishments, transformational leaders address followers' self-motivation for the group goals (Bass, 1985).

According to Bass (1985); transformational leaders are like benevolent fathers; they are fair, they encourage followers with advice and help, they are good listeners, they give followers autonomy, and they are willing to share their knowledge. Bass (1985) expresses that; follower reactions to transformational leaders are generally strong liking, trust, admiration, loyalty and respect. They feel proud to be associated with the leader, feel trust that their leader can overcome any obstacle and see their leader as a symbol of accomplishment (Bass, 1985).

Bass (1985) claims that transformational leadership grounds on transactional leadership but the exact opposite cannot happen. Transformational leadership can be treated as a special case of transactional leadership, because both are interested in the achievement of some objectives. However; they differ on the *motivation processes* and on the *type of goals* set (Hater & Bass, 1988).

It should be noted that, sometimes transformational leaders may exhibit transactional behaviors. According to the 'two-factory theory of leadership', leaders should exhibit both transactional and transformational leadership behaviors (Fleishman, 1953). According to Fry (2003); leaders must both build a vision for followers and also use reward and control systems in order to motivate them to achieve. According to Bass (1985); when a leader displays transformational abilities and engage in transactional relationships at the same time, subordinates make extra effort more than they make when the leader is transactional only.

Compared to the transactional style, the transformational style gains importance because every relationship between the leader and his / her followers is unique which contributes to the well-being of subordinates and should not be dependent on other relationships in the team (Yammarino et al., 2001). There is a need for transformational leaders in business and industry, because results of an interview survey of 845 working Americans showed that most employees reported that they feel their managers did not know how to motivate employees to do their best (Bass, 1985).

1.4.1 Transformational Leadership

Components of transformational leadership are presented in detail as the aim of the study rests on developing a parallel measure of the construct that would encompass these dimensions. The presumed work-related outcomes are then presented as an indication of the effectiveness of transformational leaders. In addition to the outcomes, the presumed antecedents that complete the nomological network of the construct are also presented.

1.4.1.1 Dimensions of Transformational Leadership

According to Bass (1990); transformational leadership has four dimensions which are; charisma (renamed as idealized influence), inspirational motivation, intellectual stimulation, and individualized consideration.

Bass and Avolio (2004) described *charisma / idealized influence* as the leaders' ability to display power and confidence, gain others' respect, to have a strong sense of purpose and to consider moral / ethical consequences. A charismatic leader shows high self-esteem, self-possession, generosity, openness to experience, honesty, concern for others (Suryani, Vijver, Poortinga, & Setiadi, 2012); makes everyone enthusiastic about assignments and inspires loyalty to the organization (Bass, 1985). If a leader has idealized influence; it means that s/he became a role model, built confidence and gained followers' appreciation which in turn made it easier for followers to accept the organizational change plans. Followers of a charismatic leader feel proud to be associated with him / her and they think that their leader can overcome any obstacle (Bass, 1985). Simic (1998) expresses that; the greatest success is observed when the followers start to imitate the leader; yet the leader never uses this power to achieve personal interests, but uses it for organizational gains. Bass (1985) claimed that, charisma is the most important component of transformational leadership.

In the current study; 'charisma / idealized influence' is not included among the transformational leadership dimensions. Being charismatic is a perception rather than a behavior and that charisma perception is a result of other transformational behaviors. The newly developed measure would include observable leader behaviors; therefore items related to perceptions of charisma will not be the focus.

Bass and Avolio (2004) described *inspirational motivation* as the degree of vision in terms of being inspiring and appealing to followers. As an inspiration to motivate others, a transformational leader is expressive, convincing, and attractive in communication (Suryani et al., 2012). According to Simic (1998); a transformational leader shows enthusiasm and optimism, stimulates team work and points out positive results. They emphasize their confidence in their people and tell that they are the best group ever and they will sure be successful (Bass, 1985). Some examples of an inspirational leader provided by Yukl (as cited in Bass, 1985) included telling the

team that the new contract was vital for the team and that the new product would break a sales record in the company as the particular team was the best the leader had worked with.

Bass and Avolio (2004) described *intellectual stimulation* as the degree to which leaders stimulate their followers' effort to be innovative and creative by questioning assumptions, reframing problems and approaching old situations in new ways. Transformation of others is carried out through *intellectual stimulation* by encouraging the use of creative and innovative ideas or different perspectives in problem solving (Suryani et al., 2012). According to Simic (1998); intellectual stimulation is very important for the transformation of an organization because a transformational leader stimulates followers to reexamine the existing assumptions. Simic adds that; by doing this, new and creative ideas may show up, and those may differ from the leader's. At such times, the transformational leader would not criticize followers for their ideas or try to impose his / her ideas on them. Instead of accepting the status quo, transformational leaders look for new ways that bring greater advantage while a transactional leader may choose a risk-free approach (Bass, 1985). Examples can be found in the organizational behavior literature such as Google's policy for allowing interested employees a work day devoted to themselves in which they can work on their own projects that they can introduce to their leaders later on (George & Jones, 2012, p.209).

Bass and Avolio (2004) described *individualized consideration* as the degree to which leaders pay attention to their followers' needs and act as a coach. According to Simic (1998); a transformational leader makes individual analyses of followers and diagnose their wishes, needs, values, and abilities. Simic also says that; a transformational leader should know in which ways his / her followers are motivated individually. Humans differ in terms of their wishes and needs; some prefer certainty while some want excitement and while some value free time others want money (Simic, 1998). Transformational leaders should use that information in the right way and assign the tasks in accordance with their personal affinities (Simic, 1998). Transformational leaders assign tasks to their followers by aiming to alter their abilities and motivations (Bass, 1985). Besides, they support their followers to take initiative and give overall responsibility for some identifiable piece of work. They

care about the followers' personal or occupational development and act as mentors by sharing their knowledge and experience. Employees feel that they are a part of what is happening; they are not only passive observers (Bass, 1985).

Additionally in the current study; a dimension named 'fatherliness / motherliness' is included among the transformational leadership dimensions as the aim is to develop the transformational and the transactional leadership scales by taking the Turkish culture into account. Paternalistic − considerate leadership was one of the leadership types observed in Turkish organizations (Fikret-Paşa, Kabasakal & Bodur, 2001). This style refers to caring for followers by helping them out with their problems that could be considered a part of their private lives. Also, again according to Fikret-Paşa et al. (2001); relationship orientation was one of the ideal leader behaviors, in which the leader shares his / her information with employees, provides opportunities to people to tell their ideas openly, listens to people, shows concern for the employees' personal problems, takes the initiative in deciding for employees with regard to their problems, attends social events of employees and creates a family-like atmosphere in the organization.

As can be seen above, in the transformational leadership literature, there was already a 'fatherliness' notion which is a part of the paternalistic leadership identified in the Turkish culture. In the current study this notion was improved by the information obtained from interviewing Turkish employees. A 'fatherly' leader is one who is concerned about and thus treats his / her followers like a parent in addition to displaying managerial attributes. Such a leader is well respected for the work s/he accomplishes and also regarded as a role model because of his / her personal characteristics. The leader respects his / her followers and is interested in their private lives and problems, as long as the employees are willing to share. The followers know that, when necessary, they can talk to their leader about their private problems and their manager attends their special occasions upon their invitation.

In sum, the newly developed transformational leadership measure will include the dimensions of inspirational motivation, intellectual stimulation, individualized consideration and fatherliness / motherliness dimensions, including readily observable behavioral elements also representative of leaders in the Turkish culture. The following section covers the relationship between transformational

leadership and the Big Five dimensions as the focal individual differences antecedants of demonstrating transformational styles.

1.4.1.2 Transformational Leadership and Related Big Five Dimensions as Antecedents

In their meta-analysis, Bono and Judge (2004) examined the relationship between the Big Five personality dimensions and transformational / transactional leadership ratings. According to the results; neuroticism ($\rho = -.17$, $r = -.13$) was negatively and extraversion ($\rho = .22$, $r = .17$) was positively related to the charisma dimension of transformational leadership. It was stated that; there was little variability in these results across studies. The credibility values for openness to experience ($\rho = .21$), agreeableness ($\rho = .21$) and conscientiousness ($\rho = .05$) were reported to include zero, which means that these traits were sometimes positively but sometimes negatively related to the charisma dimension. Again; neuroticism ($\rho = -.12$, $r = -.10$) was negatively and extraversion ($\rho = .18$, $r = .14$) was positively related to the intellectual stimulation dimension of transformational leadership. The credibility values for openness to experience ($\rho = .11$), agreeableness ($\rho = .14$) and conscientiousness ($\rho = .03$) included zero. Similarly; neuroticism ($\rho = -.10$, $r = -.08$) was negatively and extraversion ($\rho = .18$, $r = .14$) was positively related to the individualized consideration dimension of transformational leadership. The credibility values for openness to experience ($\rho = .11$), agreeableness ($\rho = .17$) and conscientiousness ($\rho = .14$) included zero again. The relationship between Big Five dimensions and overall transformational leadership was also investigated and the relationships were the same as for the dimensions. It was found that; neuroticism ($\rho = -.17$, $r = -.15$) was negatively and extraversion ($\rho = .24$, $r = .19$) was positively related to the overall transformational leadership. The credibility values for openness to experience ($\rho = .15$), agreeableness ($\rho = .14$) and conscientiousness ($\rho = .13$) included zero which means that these associations were not conclusive. Albeit small, a consistent positive association is seen with extraversion and a consistent negative association is seen with neuroticism.

Duehr (2006), in her master's thesis study, also revealed the relationships found between transformational leadership and Big Five personality traits by Bono

and Judge (2004), in general. She found neuroticism to negatively correlate with transformational leadership ($r = -.12$, $p < .05$) while there were positive associations with extraversion ($r = .24$, $p < .01$), agreeableness (r = .21, p < .01), and openness (r = .13, p < .01).

Lee (2012) also investigated the relationships between three of Big Five personality traits (extraversion, agreeableness and openness to experience) and transformational leadership and found that; transformational leadership did not show any significant relationships with extraversion ($\beta = .071$) and agreeableness ($\beta = .101$) while it showed a significant positive association with openness to experience ($\beta = .376$, $p < .001$).

1.4.1.3 The Relationship between Transformational Leadership and Various Criteria

Importance of transformational leadership is emphasized by researchers both contributing to the leadership literature and the management literature (Chi et al., 2012). Bass (1997) asserted that transformational leadership is beneficial for organizations independently from the context. According to Crawford (2005); when compared to transactional leaders or laissez-faire leaders, transformational leaders can better handle even the most technical conditions such as knowledge management, in the workplaces. Transformational leadership is credited with increasing employee commitment across the organizations (Burns, 1978).

Goodwin, Wittington, Murray, and Nichols (2011) found that transformational leadership correlated strongly with trust ($r = .77$) and moderately with affirmative commitment ($r = .45$) and subordinate performance ($r = .31$). Wang and Huang (2009) investigated whether transformational leadership is positively related to the cohesiveness of the group one leads and found that transformational leadership explained 55% of group cohesiveness and also 25% after controlling for gender, age and company tenure. Rowold (2008) examined the effects of transactional and transformational leaderships of pastors on several outcomes and found that; transformational leadership was positively related to followers' extra effort ($\beta = .74$), effectiveness ($\beta = .82$), satisfaction with the leader ($\beta = .78$) and job satisfaction ($\beta = .53$). Walumbwa, Wang, Lawler, and Shi (2004) found that;

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transformational leadership predicted various outcomes which are organizational commitment ($\beta = .36$), satisfaction with the supervisor ($\beta = .67$), satisfaction with work in general ($\beta = .40$), job withdrawal ($\beta = -.14$) and work withdrawal ($\beta = -.11$). Tremblay (2010) conducted a study in the military and found transformational leadership to be associated with fairness perceptions ($\beta = .63$) and leader trust ($\beta = .47$).

According to Bass (2000), various studies found transformational leadership to be more effective than transactional leadership in many aspects. Bass (1999) asserted that while transactional leadership alone cannot result in job satisfaction, transformational leadership impacts followers' job satisfaction levels. Bass (1999) also claimed that transformational leadership empowers organizational commitment of personnel and this in turn may decrease turnover intentions. According to the results of another study conducted by Kovjanic, Schuh, Jonas, Van Quaquebeke, and Van Dick (2012); transformational leadership was positively associated with the satisfaction of followers' needs for autonomy ($r = .69$), need for competence ($r = .51$) and their need for relatedness ($r = .78$). This result was in accordance with the Self Determination Theory (SDT, Deci & Ryan, 2000) that, personal growth and optimal performance requires satisfaction of some human needs such as autonomy, competence and relatedness (Kovjanic et al., 2012).

1.4.2 Transactional Leadership

The dimensions of transactional leadership that would form the basis of developing the content of the measure are described, together with the personality correlates and work-related outcomes of transactional leadership.

1.4.2.1 Dimensions of Transactional Leadership

According to Bass (1985), transactional leadership has three dimensions which are; contingent reward / contingent reinforcement, management by exception-active and management by exception-passive.

In the contingent reward or contingent reinforcement dimension; the transactional leader determines some performance levels for the followers and rewards them only after they reach those levels (Hartog, Muijen, & Koopman, 1997).

Reward is contingent on the performance; this is the previously mentioned trade between the leader and the follower.

Bass (1985) mentioned a concept named 'contingent punishment', but he did not identify it as one of the transactional leadership dimensions. There is no such concept among the accepted transactional leadership dimensions in the literature either. However, this notion exists in practice. Literature shows that; the transactional leader uses rewards and punishments in order to reach the goals as a part of the mentioned trade. Therefore in the current study, the contingent reward / contingent reinforcement dimension will be handled with the name of 'contingent reward / contingent punishment' to include both concepts. In the contingent reward / contingent punishment dimension, the transactional leader rewards the followers as much as they succeed, uses rewards to make them work and may apply sanctions when the goals are not reached.

In the management by exception dimensions; the transactional leader does not take any action if the goals are achieved. For the transactional leader; it is important to meet the standards and it is not important to make his / her followers try new ways. If the old ways work, the transactional leader would accept them. This dimension may take two forms as active and passive. Active leaders search for deviations from standards and take action to make corrections (Hartog et al., 1997). The leader monitors the process and encourages followers to actively avoid making any mistakes (Avolio, Bass, & Jung, 1999). However, if the leader is passive he / she does not especially investigate mistakes, only takes action if they occur on their own. Problems have to be chronic to make the passive transactional leader treat the situation. However, the distinction between the 'laissez-faire leadership' and 'passive management-by-exception' is not clear (Hartog et al., 1997). Yammarino and Bass (1990) found that, laissez-faire leadership and passive management-by-exception correlate positively with each other, while they correlate negatively with the other dimensions.

Based on the review above, in the current study; the management-by-exception dimension of transactional leadership will be handled as its active form, but not the passive form. Because the transactional leader is not the passive one who is almost laissez-faire. Instead, he / she is alert for mistakes. In the next section the

relationship between transactional leadership and the Big Five dimensions are presented.

1.4.2.2 Transactional Leadership and Related Big Five Dimensions

Relationships between the Big Five personality dimensions and transformational leadership ratings were given above. Bono and Judge (2004) also examined the relationship with the transactional leadership ratings. According to the results; the relationships between transactional leadership behaviors and personality were weaker than the relationships between transformational leadership behaviors and personality, and less consistent. For the contingent reward dimension, the strongest predictor was found to be agreeableness ($\rho = .17$) but the credibility value showed variability across studies. Extraversion and neuroticism were found to have non-zero associations with contingent reward ($\rho = .14$ and $\rho = -.10$, respectively). The management by exception dimension was negatively associated with agreeableness, conscientiousness and extraversion ($\rho = -.12$, $p = -.10$ and $\rho = -.09$, respectively). Associations with neuroticism and openness to experience were positive but non-significant. The contingent reward dimension mirrored the results for transformational leadership with its pattern of associations with extraversion and neuroticism. Nevertheless, these personality factors had inverse associations with management by exception. Agreeableness also did not show a consistent pattern across the sub-dimensions of transactional leadership.

1.4.2.3 The Relationship between Transactional Leadership and Various Criteria

A transactional leader is especially effective in creating successful daily work activities by providing discipline to the followers and focusing on the concrete results. An organization can reach its goals only when the primary business activities are done first and the transactional leader employs this process by making it faster and more effective.

Bass, Avolio, Jung, and Berson (2003) used a sample of U.S. Army personnel and found that transactional contingent reward leadership was positively correlated with ratings of platoon potency ($r = .37$) and cohesion ($r = .46$). Similarly, Obiwuru, Okwu, Akpa, and Nwankwere (2011) found that, in the small scale enterprises,

transformational leadership style did not significantly predict employee performance while transactional leadership did have a significant positive association. For this finding, the explanation offered by the authors was that, employees in small scale enterprises are not skilled and experienced which in turn makes them more receptive to contingent rewards and management by exception rather than inspirational motivation, intellectual stimulation or individualized consideration. Trusting the leader was shown to be a mediator between transactional leadership and followers' performance (Jung & Avolio, 2000). An explanation for this finding is that, transactional leaders may gain their followers' trust by being achievement-oriented and finding a way to succeed in any case.

With regards to employees' job attitudes, Medley and Larochelle (1995) found that there was no significant relationship between transactional leadership and job satisfaction of nurses. For organizational commitment; Catano, Pond, and Kellowa (2001) found small negative relationships between transactional leadership and volunteer participation ($r = -.18$) and union ($r = -.14$) in the organization. Taken together, transactional and transformational leadership both are related to job performance, while transformational leadership is also related to job attitudes and employee motivation.

So far in the review, transformational and transactional styles have been presented together with their content and value in predicting work-related outcomes. Prediction of work-related outcomes would also make use of culture-relevant aspects of effective leading practices. Thus, developing a valid measure of transformational and transactional leadership styles in Turkey should take account of both the content of these styles as identified in the literature and specific leadership styles that emerge and are valued in the Turkish context.

1.5 Leadership Studies in Turkey

Every country has its own culture and as a well known fact, culture shapes the behaviors, expectations of people and the ways things are applied. A nation's culture is one of the most important determinants of the leadership styles practiced in the country and it determines what people expect from a leader, how leaders treat their followers, which behavior styles the leaders and the followers value (Fikret-Paşa et

al., 2001). This implies that, a successful leader in the USA may not be perceived as successful in Turkey because of different values. In addition to national culture, organizational culture also affects leadership behaviors such that a successful leader in Organization A may not be perceived as successful in Organization B in the same country (Fikret-Paşa et al., 2001).

Previously; the transactional and transformational leadership styles were mentioned with their behavioral examples. However, while these concepts are universal, expressions of them may significantly differ across cultures (Fikret-Paşa et al., 2001); implying that two leaders in two different cultures may both have transformational styles but still behave differently. For instance; a transformational leader in one country may choose more implicit ways of solving his / her followers' problems while another transformational leader in another country may display more paternalistic behaviors and show his / her close support. For instance; in case of an employee who is in financial difficulties, one leader may directly offer lending money while another leader may refer the employee to a familiar bank for getting credit.

Fikret-Paşa et al. (2001) investigated the leadership types observed in Turkish organizations and the results revealed four types which are 'transactional and team-oriented', 'paternalistic and considerate', 'laissez-faire' and 'autocratic and hierarchical'. Accordingly, transactional and team-oriented leaders consult their followers and use contingent reward / punishment. Paternalistic and considerate leaders care for their followers and help out with their private problems. Laissez-faire leaders do not exert any control over their employees. Lastly, autocratic and hierarchical leaders control their employees closely and try to keep the hierarchical relationships. The most frequently observed leadership style was autocratic-hierarchical followed by the paternalistic-considerate style. The transactional and team-oriented and the laissez-faire' styles were less frequently observed.

The authors also investigated ideal leaders as perceived by Turkish respondents and found that leaders who displayed the following four basic universal leader behaviors were perceived as ideal: Relationship-orientation, task-orientation, participative and charismatic-transformational leadership. Transactional and laissez-faire characteristics were not included among the ideal leader attributes.

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According to employee responses, the ideal relationship-oriented leaders share their information with employees, provide opportunities to people to tell their ideas openly, listen to people, show concern for their employees' personal problems, take initiative in deciding on behalf of their employees concerning their problems, attend social events of employees and create a family-like atmosphere in the organization. The ideal task-oriented leaders know the details of the tasks and also are fully aware of what is going on and what is taking place at first hand. The ideal participative leaders encourage participation, listen to the ideas of employees, try to increase their decision acceptance, make people feel belong in the organization and that they are valuable. Finally, the ideal charismatic / transformational leaders take decisions independently and confidently, speak well, have direct eye contact, take risks, go beyond the beliefs, accept their mistakes, inspire their followers, increase the morale of the employees, show respect to the employees, and are self-confident, development-oriented, open to criticism, intelligent, dynamic, and fair.

The relationship-orientation dimension, reported as one of the ideal leader behaviors in the study of Fikret-Paşa et al. (2001), basically reflects a paternalistic-considerate style. Collectivism, the most prevalent organizational value reported in the study, was associated with leaders' paternalistic-considerate style. Considering that Turkey still ranks higher on collectivism than the US (Hofstede, 2014), including paternalistic-considerate behaviors in a measure of transformational leadership would prove useful.

As described in Aycan et al. (2000); in a paternalistic relationship, the manager guides, protects and cares for the subordinate. People in authority are desired to be paternalistic in Eastern cultures while it may be perceived as dictatorship in Western cultures (Aycan et al., 2000). In the study, authors compared countries from different cultures in terms of their paternalism perceptions and they asserted that managers from certain countries – including Turkey - would score higher on their perceptions of paternalism compared to managers from certain countries which was confirmed with their results. The review by Gelfand, Erez, and Aycan (2007) points to findings indicating that paternalistic leadership has positive impacts on employee attitudes in collectivistic and high-power-distance cultures, such as Turkey.

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Here it may be inferred from all those information above; the culture and the way leaders perceive the culture is effective while adopting a leadership style and the results are consistent with previously mentioned research. Transactional leadership is one of the leadership styles that exist in Turkey; however it did not exist among the ideal styles. Turkey is improving continuously and new leadership styles are taking the place of the old ones. As a result; it may be proposed that, transformational leadership dimensions together with culture-specific elements of a paternalistic-considerate style rather than transactional dimensions are valued more in Turkey and also it may be more profitable to adopt a leadership style that matches the national and the organizational culture. Leaders should certainly consider both cultural and organizational values while adopting an approach to their followers and the organizations should hire the leaders who are compatible with their needs or train them for that purpose.

The starting point for such practices in Turkey is using a valid measure of transformational leadership. Researchers have either used adjectives descriptive of transformational behaviors (Fikret-Paşa et al., 2001) or used the Multifactor Leadership Questionnaire (MLQ; Bass & Avolio, 1985) (e.g. Aydoğdu & Aşıkgil, 2011; Gümüşlüoğlu & İlsev, 2009; Gümüşlüoğlu et al., 2012; Karakitapoğlu-Aygün & Gümüşlüoğlu, 2013). Also, in their study in which they examined whether intra-cultural differences in basic values affect followers' preferences for transformational vs. transactional leadership; Ergin and Kozan (2004) used Leadership Practices Inventory (LPI) which was developed by Posner and Kouzes (1988), in order to measure preferences for transformational and transactional leadership. Recently, as the current study was underway, Karakitapoğlu-Aygün and Gümüşlüoğlu (2013) published a scale that assesses three dimensions of transformational leadership, one of which is a culture-specific one; Considerate-Paternalistic Leadership, Inspiring-Charismatic Leadership and Active-Stimulating Leadership. This scale is further discussed in the discussion chapter.

The rationale for developing a transformational and transactional leadership questionnaire was two-fold: 1) freeing researchers from purchasing the MLQ, which lacks any systematic reliability or validation study in the Turkish context and information pertaining to its translation, 2) inclusion of culture-specific

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representations of leadership behaviors that would also go under the general transformational leadership style with a focus on employee well-being.

Below, the study hypotheses concerning the validation of the new measure are presented. The developmental process of the measure is described in the Method chapter.

1.6 Study Hypotheses

Validation of the newly developed Transformational and Transactional Leadership Scale-Turkish version (TTLS-TR) will be studied based on its construct validity and concurrent criterion-related associations that form the construct's nomological network.

Hypothesis 1: As a part of the construct validity; the TTLS-TR will have moderate-to-high associations with the *MLQ 5X-Short Rater Form* that is;

H1-a) Subordinates who give higher scores to their supervisors on the transformational leadership dimension of the TTLS-TR will also give higher scores on the transformational leadership dimension of the *MLQ 5X-Short Rater Form.*

H1-b) Subordinates who give higher scores to their supervisors on the transactional leadership dimension of the TTLS-TR will also give higher scores on the transactional leadership dimension of the *MLQ 5X-Short Rater Form.*

Hypothesis 2: The TTLS-TR transformational leadership scale will show significant small associations with the theoretically-related personality dimensions, that is;

H2) Supervisors who receive higher scores based on aggregated subordinate ratings on the transformational leadership dimension of the TTLS-TR will also score higher on the extraversion dimension and will score lower on the neuroticism dimension of the self-reported BFI.

Correlations between the aggregated transactional leadership dimension of the TTLS-TR and the Big Five personality dimensions will be analyzed on an exploratory basis.

Hypothesis 3: As a part of the concurrent criterion-related validity; employees' perceptions of their supervisors' transformational leadership style is expected to have moderate-to-high associations with job attitudes. Specifically:

H3-a) As employees' perceptions of their supervisors' transformational leadership style increases, their job satisfaction and affective organizational commitment levels would also increase, with moderate-to-high effect sizes.

H3-b) The more employees perceive their supervisors to possess a transformational leadership style, the more they will report being satisfied with their basic psychological needs, such as autonomy, relatedness and competence.

H3-c) As employees' perceptions of their supervisors' transformational leadership style increases, their extra effort and effectiveness levels would also increase, with moderate-to-high effect sizes.

CHAPTER II

METHOD

Methods of the study are presented in two sections. In the first section the development of the TTLS-TR is described with the preliminary study conducted. The main study conducted to test the hypotheses is described in the following section.

2.1 Preliminary Study

In the preliminary study; several leaders and their subordinates at a large-size private company in the electronics industry were interviewed in order to gather specific behavioral descriptions of leaders (i.e., supervisors, managers, top level executives) that are reflective of transformational and transactional leader behaviors.

2.1.1 Participants and Procedure

Thirty people took part in the individually-conducted interviews; 20 of which were subordinates (11 women and 9 men), and the remaining 10 were managers (3 women and 7 men). Among the participants; there were Human Resources Specialists, Electrical Electronics Engineers, Industrial Engineers, Electrical Electronics Technicians and their managers.

Ten interview questions were prepared based on the definitions of transformational and transactional leadership styles. Participants were asked about how a leader should behave in certain cases. Example questions relate to how a leader should behave in order to make his / her followers feel autonomous, self-sufficient and cared; how a leader increases the followers' organizational commitment levels; how he / she behaves in order to be a role model; how he / she gains the followers' trust, and how he / she behaves in the case that the followers perform poorly. The instructions and the interview questions are given in Appendix A. After all interviews had been completed, responses were content analyzed. Resulting behavioral examples together with their frequencies are given in Appendix B.

Finally, items were developed for the main study based on the interview content analysis, the literature on transformational and transactional leadership, and

also by considering the Turkish culture. More specific information on the item development procedure is given in the following section.

2.1.2 Development of the Transformational and Transactional Leadership Scale in Turkey (TTLS-TR)

In the preliminary study; a Likert-type and self-report test measuring transformational / transactional leadership attitudes and behaviors was developed. When developing this test, the steps described below were followed:

As the initial step; the literature was reviewed in order to scan the transformational / transactional leadership definitions and behavioral examples. Dimensions of each leadership style were analyzed in detail.

In the second step; interviews were conducted in order to obtain the behavioral examples related to how transformational and transactional leaders behave in general. As it was explained before; in the preliminary study, the leaders / managers and their subordinates were interviewed about the specifications and behaviors of leaders. The content analysis indicated that the frequently appearing participant responses were mostly in accordance with the literature; so these behavioral examples were used to generate items (e.g. 'My manager encourages me to talk about my new ideas'). The responses to interviews and the literature review related to the transformational / transactional leaders were used together at this step.

Additionally; leadership behaviors that are observed in the Turkish culture were linked to the transformational / transactional leadership literature. As previously mentioned; leadership types that are observed, the organizational values that are mostly prized in Turkish organizations and the associations of these organizational values with the leadership types were investigated (e.g., Fikret-Paşa et al., 2001). This information, definitions from the literature and the information from interviews were combined, handled together in order to generate items. For instance; there was a bunch of people who highlighted the paternalistic specifications of the leader, which was an expected result in the Turkish culture. Specifically, 12 out of 20 participants mentioned that a leader should be aware of the private problems an employee has and eight participants mentioned the necessity for leaders to attend the special occasions of their subordinates. Also, the organizational values attributed to

paternalistic leaders were consistent with the specifications of a transformational leader in the literature. As a result; transformational leadership dimensions were re-organized by adding 'fatherliness / motherliness' dimension to them. Specifically formed items are related to managers helping their subordinates with their off-the job private issues, being able to have a conversation with the manager about private issues, and managers attending special occasions of the subordinates such as weddings or birthdays.

The literature on Self Determination Theory (SDT) was also made use of for the purpose of item generation. According to the SDT, some basic psychological needs -autonomy, relatedness and competence- are affected and satisfied by the transformational leadership style (Kovjanic et al., 2012). Interviews conducted served in identifying the specific behaviors that transformational leaders make use of in enhancing autonomy / relatedness / competence perceptions of followers. As a result; responses to those questions were also combined with the literature review and used to generate items for transformational leadership. Some example items are related to a manager encouraging subordinates to take initiative, a manager forming a family-like atmosphere, and a manager planning education activities for the personal development of subordinates.

Finally, the case illustrations in organizational psychology / behavior textbooks were scanned to identify any leader behaviors that were not covered by the information gathered up to this point. Most examples corresponded to the identified transformational leader behaviors. One specific example that was not reflected in accumulated behavioral examples was identified in George and Jones (2012, p.209) and included in the scale. The item reads 'My manager would allow me to work on new projects that I have in mind during specified work hours'.

Once the items for all sub-dimensions of transformational and transactional leadership (Contingent reward / contingent punishment and active management-by-exception sub-dimensions for transactional leadership and inspirational motivation, intellectual stimulation, individualized consideration and fatherliness / motherliness sub-dimensions for transformational leadership) were generated; the item – dimension match had to be checked. At this step; 12 academicians and graduate students specialized in Industrial and Organizational Psychology were consulted. A

document which included definitions of the sub-dimensions and a list of items in scrambled order was prepared and distributed to the 12 participants (See Appendix C). Participants were asked to read the explanations of dimensions and to indicate which sub-dimension each item belonged to. After that; the answers were combined and a report was prepared (See Appendix D). Although there was unity for most of the items (31 items), some participants were confused about the dimension several items belonged to. Agreement rates ranged between 6 / 12 and 12/12. As a result; one item was removed while four items were reworded. The removed item was; 'My manager does not only appreciate my contributions, he / she also makes an effort for my work to be recognized by top management'. While this item was developed for the 'individualized consideration' sub-dimension, eight participants placed the item under the 'inspirational motivation' and four participants placed the item under the 'motherliness / fatherliness' sub-dimensions. An example item which was reworded is; 'My manager shows his / her trust to our team by assigning us important responsibilities'. This item was developed for the 'individualized consideration' sub-dimension to emphasize the point that the manager can assign responsibilities to the subordinates when necessary. However, four participants were perhaps affected by the part emphasizing 'showing trust' and thought it belonged to the 'inspirational motivation' sub-dimension. That is why the item was reworded as 'My manager assigns us important responsibilities when necessary'.

The TTSL-TR was put into its final form by making the above-mentioned changes and then distributed to the participants of the main study. Subsequent changes to the scale were undertaken after collecting the data and conducting the reliability and factor analyses, which are mentioned in the Results chapter.

2.2 Main Study

The purpose of the main study was to test the hypotheses in the validation of the TTLS-TR. In this section; the study participants, procedure, and measures used to assess the constructs are presented.

2.2.1 Participants and Procedure

Questionnaire forms were distributed to 51 managers and 257 subordinates of those managers who are working mostly in private sector organizations in Turkey. Data that were in usable form came from 205 participants; 167 subordinates and 38 managers. Ten additional subordinates' data were included in the analyses for some hypotheses tests although their managers' data were not available. Altogether, return rate was 74.51% for managers, 61.09% for subordinates and 66.56% in total. The aim was to collect data from 40 managers. Average number of followers per leader / manager was 4.13. Number of managers with two subordinates was six.

The majority of participants (94.63%) were from a private company in the electronics industry, which is also the workplace of the researcher. In this company; the leaders and the followers were chosen from the Production Facilities and the R&D Centre which are in Ankara and the General Directorate which is in İstanbul. Remaining participants were recruited from other privately-owned companies. The jobs of the participants varied as human resources specialist, technician, electric and electronical / mechanical / industrial engineer, foreign trade specialist, buying specialist, production planning specialist, sales engineer / specialist etc. Of the participants, 64 were women (31.2%) and 141 were men (68.8%). Among the managers; there were 8 women (21.1%) and 30 men (78.9%). Among the subordinates; there were 56 women (33.53%) and 111 men (66.47%). The age of the participants ranged from 19 to 62 years ($M = 37.81$, $SD = 8.78$). Among the subordinates; duration of working with their managers ranged from six months to 30 years ($M = 5.88$ years, $SD = 6.15$ years). Among the managers; duration of working as a manager ranged from one year to 36 years ($M = 14.1$ years, $SD = 8.36$ years). In general; tenure ranged from six months to 38 years ($M = 13.25$ years, $SD = 9.46$ years). Among the subordinates; 65 of the participants (31.7%) reported to be a manager at the same time.

Approval of the Institutional Ethics Board for Research with Human Participants of the university, permissions of the top management of the companies, and informed consents of study participants were obtained prior to distributing the questionnaire forms. The informed consent form included detailed information about

the study purpose, duration, anonymity of responses, what was expected of the participants, and their rights of participation.

One hypothesis included testing for the associations between follower perceptions of leader behaviors and leaders' personality characteristics. Thus, follower and leader responses had to be matched. To ensure anonymity of responses, first, letter codes such as 'A, B, C, …, Z, AX, BX,…' were assigned to the managers who participated in the study and the letter – manager match-ups were listed by the researcher which was known only by the researcher. Secondly, letter- digit codes such as 'A1, B2, …G5, AX3…' were assigned to the subordinates of the managers and the match-ups were again listed by the researcher. This information was kept confidential. All hard copies of the scales were coded manually before the distribution; therefore there was no need to gather any information that would reveal the identity of the participants. The scales were then distributed manually at all study locations.

To sum up; leaders / managers received the demographic information form – Manager Version and the BFI (Big Five Inventory), and the subordinates received the demographic information form – Subordinate Version, Work-related Basic Need Satisfaction Scale, Minnesota Job Satisfaction Questionnaire, Affective Organizational Commitment Scale, MLQ 5X – Short Form and the newly developed Transformational and Transactional Leadership Scale. Each of these scales is described below.

2.2.2 Measures

2.2.2.1 Demographic Information Forms

Two demographic information forms were prepared; one for managers and one for subordinates. Gender, age, years in position, total tenure and the industry were asked both in the manager and subordinate forms, with two additional questions in the subordinate form; one about the duration that the subordinate-current manager pair worked together and the other asking whether there was any personnel working for that person in order to determine the subordinates who are also in a managerial position.

2.2.2.2 The Minnesota Satisfaction Questionnaire (MSQ)

The scale was developed by Weiss, Dawis, England and Lofquist (1967) in order to assess job satisfaction levels of employees. The MSQ is a self-report test and was translated into Turkish by Baycan (1985). In the current study, the short version of the MSQ was used. The MSQ-short form consists of 20 of the original 100 items, rated on a 5-point Likert-type scale (1 'very dissatisfied with this aspect of my job', and 5 'very satisfied with this aspect of my job'). A composite score is calculated by averaging the item responses and the lower the score, the lower the level of job satisfaction. For the short form of the MSQ; in general, the reliability coefficients were reported to be high. Median reliability coefficients were .86 for Intrinsic Satisfaction Scale, .80 for Extrinsic Satisfaction Scale and .90 for General Satisfaction. Construct validity of the MSQ short form has been shown by Weiss et al., (1967).

2.2.2.3 The Multifactor Leadership Questionnaire (MLQ)

The scale was first designed by Bass and Avolio (1985) in its long form with 63 items, in order to assess leadership. Later, research resulted in the short form which is MLQ 5X with 45 items. MLQ 5X Short Form is a practical test in terms of time considerations; completion time is approximately 15 minutes. Reliabilities ranged from .74 to .94 for the total items and for each leadership factor scale (Bass and Avolio, 1995).

According to the developers; the MLQ 5X consists of nine subscales; five for transformational leadership, three for transactional leadership and the other one is for laissez-faire leadership. The transformational leadership subscales are; idealized influence-behavior, idealized influence-attributed, inspirational motivation, intellectual stimulation and individualized consideration. The transactional leadership subscales are; contingent reward, management-by-exception-active and management-by-exception-passive. The other subscale is laissez-faire which is for laissez-faire leadership.

In the current study; transformational and transactional leadership behaviors were measured using Bass and Avolio's (1995) Multifactor Leadership Questionnaire (MLQ Form 5X-Short) in order to provide construct validation for the

newly developed transformational and transactional leadership scale, upon purchase of the test from the developers. Items are answered on a 5-point Likert-type scale ranging from 0 to 4, in which 0 means 'not at all' and 4 means 'frequently, if not always'. Although the form consists of both rater and leader forms, only the rater form of the MLQ 5X-Short Form was used in the current study. The Turkish translation was purchased with the original form but the firm did not provide any information related to the translations. Therefore seven of the items were reworded for better reflection of the original meaning.

2.2.2.4 The Big Five Inventory (BFI)

The scale was developed by Benet-Martinez and John (1998) in order to measure the Big Five personality traits which are conscientiousness, extraversion, openness to experience, agreeableness, and neuroticism. The BFI includes 44 items rated on a 5-point Likert-type scale from 1 'strongly disagree' to 5 'strongly agree'. It was translated into Turkish by Sümer and Sümer (2002) as a part of a large international study conducted by Schmitt, Allik, McCrae & Benet-Martinez (2007). Cronbach's alpha reliabilites were found to range from .64 to .77 for the five factors in the Turkish context (Sümer, Lajunen, & Özkan, 2005). In the current study; all BFI factors were measured. Extraversion and neuroticism, which are theoretically related to transformational leadership, were included in hypothesis testing.

2.2.2.5 Work-related Basic Need Satisfaction Scale (W-BNS)

The scale was developed by Broeck, Vansteenkiste, De Vitte, Soenens, and Lens (2010) in order to assess the satisfaction of basic psychological work-related needs which are competence, relatedness, and autonomy. Participants are asked to indicate whether they feel the statements were true for their work lives on a scale of 1 (strongly disagree) to 5 (strongly agree). The scale consists of 17 items and higher scores indicate higher levels of satisfaction. The reliabilities of the autonomy, competence, and relatedness satisfaction scales were on average .81, .85, and .82, respectively. Also, evidence for the criterion-related validity was provided by Broeck et al., (2010). Items were translated into Turkish by the researcher. Back-translation was undertaken by a bilingual speaker. Finally a native English speaker checked the conceptual equivalence between the original and the back-translated items. Items

which were not found to have conceptual equivalence were reworded by the bilingual.

2.2.2.6 Affective Organizational Commitment Scale

The scale is a part of the Organizational Commitment Scale which was adopted by Wasti (1999), based on the three-dimensional Organizational Commitment Scale of Allen and Meyer (1990). Wasti translated the scale into Turkish and added some culture-specific items as a result of a validation study. The original scale has three organizational commitment dimensions which are: affective commitment, normative commitment, and continuance commitment. In the current study, only 8 items measuring affective commitment were included in accordance with the related hypothesis. The internal consistency reliability for the affective commitment subscale was found to be .83 (Wasti, 1999).

CHAPTER III

RESULTS

Results are presented in four sections: In the first section, data were examined for missing values, outliers and checked for some basic statistical assumptions. In the second section, parallel analysis and exploratory factor analysis were conducted in order to determine the number of factors that form the basic structure of the newly developed TTLS-TR. Also; ICC values were calculated in order to see whether the transformational and transactional leadership scores given by subordinates to managers on TTLS-TR and on the MLQ could be aggregated. In the third section, correlations between study variables and descriptive statistics are presented with means and standard deviations. Also Cronbach's alpha values for all composite variables in the study are presented. The fourth section includes results concerning the testing of the study hypotheses.

3.1 Data Screening and Cleaning

For data screening and cleaning of data; the steps described by Tabachnick and Fidell (2007) were followed. Missing values were less than 5% of all participants on all variables and according to Tabachnick and Fidell (2007) the mean substitution technique is appropriate for such situations. Because the data set includes 38 independently supervised groups, missing data were replaced by the respective group mean. After mean substitution, the data were screened for univariate and multivariate outliers. Five cases were detected as univariate outliers ($< - 3.29, > + 3.29$). Before deciding to remove any of those cases, Mahalanobis distance ($p < .001$) was also checked and two cases were detected as multivariate outliers. One case which was both a univariate ($< - 3.29$) and a multivariate outlier ($\chi^2 > 45.32, p < .001$) and the other case which was only a multivariate outlier ($\chi^2 > 45.32, p < .001$) were removed from the analyses. Rest of the four cases with univariate outliers were kept leaving the limits of univariate outliers as +/- 3.77. Analyses were conducted with the remaining 203 participants.

Next, normality and linearity assumptions were checked and the results showed that the skewness and the kurtosis values for the variables were in acceptable ranges and scatter plots indicated linear relationships among the variables.

3.2 Factor Analyses and ICC Calculations

After cleaning and screening the data; composite variables for each scale were created. For the Big Five Inventory; extraversion, neuroticism, agreeableness, openness to experience and conscientiousness factors were created. For the Basic Psychological Needs Satisfaction at Work Scale; relatedness, competence and autonomy factors were created. For the Minnesota Satisfaction Questionnaire; intrinsic satisfaction, extrinsic satisfaction and general satisfaction factors were created. For the Affective Organizational Commitment Scale; all items were averaged to form the affective organizational commitment factor. For the Multifactor Leadership Questionnaire; contingent reward, active management by exception, passive management by exception factors which are the sub-dimensions of transactional leadership were created and these were also averaged to form the 'transactional leadership' factor. In the same way; intellectual stimulation, idealized behaviors, idealized attributes, inspirational motivation and individualized consideration factors which are the sub-dimensions of transformational leadership were created and were averaged to form the 'transformational leadership' factor. Also, a laissez-faire leadership composite and as the outcomes; extra effort, effectiveness and satisfaction were computed based on item averages.

For the newly developed Transformational and Transactional Leadership Scale; parallel analysis and exploratory factor analysis were conducted in order to decide on the number of factors. With parallel analysis one can compare random data-generated eigenvalues with real data-generated eigenvalues, in which the inputted correlation matrix used in the factor analysis has squared multiple correlations on the diagonal. The syntax generated by O'Connor (2000) for parallel analysis using raw data was used. The output provided 37 comparisons of real data and random data-generated Eigenvalues, for the 37 items. Results indicated that; in only two roots did real data-generated Eigenvalues exceed the random data-generated Eigenvalues which indicated that at most two factors could be reliably

extracted from the data set (see Table 1). The screeplot showing all 37 roots based on the real and randomly generated data are presented in Figure 1. According to the parallel analysis results; an exploratory factor analysis on SPSS using Principal Axis Factoring as the extraction method and direct oblimin as the rotation method was conducted by forcing the number of factors to two. It was seen that; items of transformational leadership and items of transactional leadership were successfully separated from each other. Items, in English, their factor loadings and item communalities are presented in Table 2. The Turkish version of the table is presented in Appendix E. The first factor of transformational leadership explained 39.83% of the variance and the second factor of transactional leadership explained 5.76% of the variance before rotation.

Three items did not load on any of the factors and they were removed from the analyses. Those items were: '*My leader / manager uses ONLY external rewards (such as premiums or additional days of rest) in order to make me work.*', '*The only thing matters to my leader / manager is to see that the aim is achieved. As long as we do not do mistakes, he / she does not care about the path we follow.*', and '*According to my leader / manager, it is not important to follow new paths as long as the aim is achieved faultless.*' which is very similar to the previous item. Also; one item which was expected to load on transactional leadership was seen to load on transformational leadership and it was also removed from the analysis. The item was: '*My leader / manager sets us performance goals and rewards us as much as we succeed.*' and normally it was expected to reflect the 'contingent reward' sub-dimension of transactional leadership which has a trade mind between the leader and the follower.

Lastly, one more item, '*When I work with my leader / manager, I feel that he / she is always alert for anything that might prevent the works from the way it should be*' which was expected to load on transactional leadership loaded on transformational leadership. However this item was not excluded from the analyses. According to the theoretical basis, that item was decided to be kept as an item of transactional leadership. As a result; the newly developed test lost four items and had 26 items for transformational leadership (for four sub-dimensions) and seven items for transactional leadership (for two sub-dimensions). Two composite variables were

created as 'TTLS-TR TF" for transformational leadership and 'TTLS-TR TS" for transactional leadership.

Table 1. *Raw Data and Random Data Eigenvalues*

Root	Raw Data Eigenvalues	Random Data Eigenvalues
1	14.85	1.44
2	2.27	1.24
3	1.11	1.12

Notes. N of cases = 167, N of variables = 37, N of datasets = 100, Percent = 95.
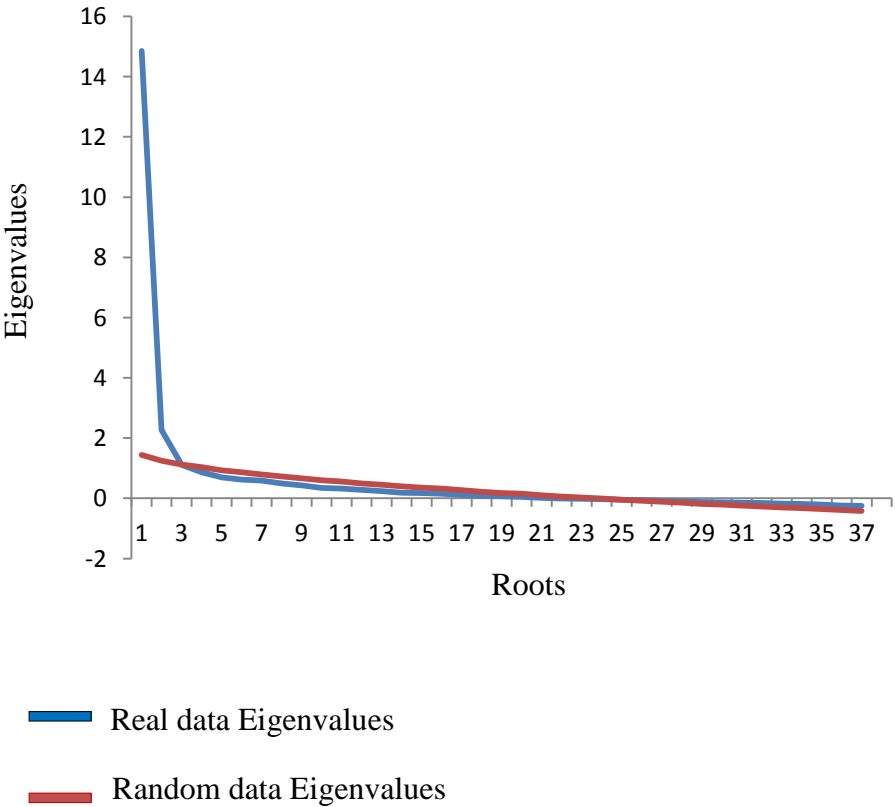
Figure 1. Real Data Eigenvalues & Random Data Eigenvalues

Table 2. Factor Loadings and Communalities

Item	F1	F2	h^2
My manager tries to enhance my internal motivation when he / she wants to motivate me for a task.	.843		.69
My manager knows about my and my teammates' competencies, work-related personal concerns and needs and how to motivate each of us.	.838		.69
My manager makes me feel that what I do is valuable and banausic.	.827		.67
My manager encourages us to generate ideas and listens to our suggestions when he / she plans the works.	.821		.70
I feel like I am at the family environment at my workplace, owing to my manager.	.810		.67
My manager informs me about my contributions to the company, in the short or long term.	.802		.64
My manager does not only appreciate my ideas, he / she also encourages me to put them into practice.	.794		.63
My manager serves a good model for us, by his / her working style, personality and also communication skills.	.792		.62
My manager encourages me to freely express my ideas.	.791		.71
My manager encourages me to question the status quo, to produce new solutions and supports my creativity.	.779		.60
My manager encourages me to follow the innovations in the field.	.776		.59
My manager stirs us up about the things we can do / succeed by reminding us our positive specifications and abilities, when a new job would be done.	.755		.56
My manager tries to transfer to me all information he / she has about the work processes.	.751		.56
My manager plans trainings for my specifications which are missing or open for improvement.	.732		.53
My manager makes me feel like there are things he / she could also learn from me.	.724		.53
I feel like my manager cares about me, not as just being a subordinate, but also as being a human.	.709		.62
My manager considers our personal concerns and abilities, when he / she distributes the tasks in the team.	.705		.49
My manager sets us performance goals and rewards us as much as we succeed.	.678	.333	.50
I know that my manager would help me for my personal problems when I need it.	.658		.53

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Table 3. Factor Loadings and Communalities (Continued)

Item	F1	F2	h^2
My manager supports me to attend various seminars for my personal and professional development.	.642		.41
I can / do talk about things which are non-related to the work, with my manager.	.629	-.325	.57
My manager acts respectfully to me.	.573	-.363	.53
If I invite him / her, my manager attends to my important special events (wedding, birthday etc.).	.534		.36
My manager supports me to take initiative.	.525		.37
My manager confers us important responsibilities, when necessary.	.467		.29
When I work with my leader / manager, I feel that he / she is always alert for anything that might prevent the works from the way it should be.	.423	.314	.23
My manager tries to change my ideas and impose his / her own ideas to me, when I do not think as him / her.	.370		.22
My manager watches / controls my acts in order to determine my possible mistakes and to interfere when necessary.		.555	.30
Sometimes my manager threatens me in order to make me work.	-.392	.500	.47
My manager imposes sanctions in various ways to me, when I cannot do something he / she wants.		.465	.28
After giving me a job, my manager keeps giving instructions to me in order to prevent me from doing mistakes.		.391	.15
Being rewarded by my manager depends only on completing the job he / she asks from me, in the way he / she wants.		.386	.18
My relationship with my manager is such a trade that I feel like I can only take as much as I give.	-.440	.365	.38
According to my leader / manager, it is not important to follow new paths as long as the aim is achieved faultless.			.09
My leader / manager uses ONLY external rewards (such as premiums or additional days of rest) in order to make me work.			.09
The only thing matters to my leader / manager is to see that the aim is achieved. As long as we do not do mistakes, he / she does not care about the path we follow.			.01

Notes. F1: Transformational leadership, F2: Transactional leadership, h^2: Communality estimates.

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After creating the composite variables, ICC values were examined to see whether the leadership perceptions of subordinates working with the same supervisor were available to aggregate. In order to test associations between leader personality and perceived leadership style, there was a need to aggregate the scores of MLQ and the TTLS-TR in order to get the respective four scores per leader for the transactional and transformational leadership factors of both the MLQ and the TTLS-TR. Thus, four ICC scores were calculated by inputting the between mean square (BMS) and within mean square (WMS) values based on ANOVA results (see Equation 1 for the ICC formula). Because the number of subordinates in the supervised groups varied, the average number of subordinates across groups was calculated. The average was 4.08, which was rounded down to 4.00. This estimate was used as the k value of the ICC formula in Equation 1.

Equation 1.

$$ICC = [BMS - WMS] / [BMS + (k-1)*WMS]$$

ICC estimates were calculated for the above-mentioned four leadership perception variables based on a data set of 157 participants within 38 supervised groups. A significant ICC value indicates that between-group variance is significantly greater than within-group variance. In the context of the present study, this means the degree of similarity of in-group members' perceptions of their supervisors should be high and the between group differences should also be high. The resulting estimate is an effect size of how much of the variance in leadership perceptions is accounted for by supervised-group membership. According to the rule of thumb; the ICC values should be at or higher than .12 in order to decide to aggregate the data. This rule of thumb is based on the average ICC values reported in the literature, which is .12 (James, 1982).

For the transformational leadership and transactional leadership factors of the TTLS-TR, the ICC values were plausible, especially the value for transformational leadership composite were very good (ICC = .58) and for transactional leadership it was above the rule of thumb (ICC = .22). Similarly; the ICC value for the transformational leadership composite of the MLQ was above .12 (ICC = .28).

However; the ICC value for transactional leadership composite of the MLQ was under the tone. Therefore, the item which had the lowest corrected item-total correlation value of -.03 in the transactional leadership composite of the MLQ was removed. The item was '*My leader / manager expresses his / her satisfaction when I meet the expectations*' which is under the 'contingent reward' sub-dimension. However, it was understandable that this item would not correlate with others in the contingent reward sub-dimension because the item as is, expresses a transformational specification. It should have been as '*My leader / manager expresses his / her satisfaction ONLY when I meet the expectations*' to truly reflect the contingent reward logic. Consequently, the ICC value for the transactional leadership composite of the MLQ increased to.12, which was sufficient for aggregation. The ICC values are given below, in Table 3.

Table 4. ICC Values before and after the item removal

The Factor	ICC Value
TTLS-TR – Transformational Leadership	.58
TTLS-TR – Transactional Leadership	.22
MLQ – Transformational Leadership	.28
MLQ – Transactional Leadership	.10
MLQ – Transactional Leadership (After item removal)	.12

3.3 Descriptive Statistics, Reliabilities and Bivariate Correlations

Internal consistency reliability analyses were conducted for each composite variable. The Cronbach's alpha values, means, standard deviations, minimum and maximum values of study variables are presented in Table 4.

In general, the alpha values were satisfactory. Except the newly developed TTLS-TR, none of the items were excluded from further analyses looking at their reliability analysis results. For the TTLS-TR, the alpha was very high for the transformational leadership composite; however it was low for the transactional leadership test. And it was detected that, the item which lowers the reliability was the

13th item –the item that normally loaded on the transformational leadership but was decided to be kept for transactional leadership on the factor analysis step. That item was excluded and the internal consistency for transactional leadership composite of the newly developed test was enhanced to .66 from .63. With the retained items, the TTLS-TR transformational leadership factor had an internal consistency reliability of .96 and the transactional leadership factor had an internal consistency reliability of .66. MLQ factor and sub-factor reliabilities are also presented in Table 4.

The correlation matrix of study variables is presented below in Table 5. As can be seen in Table 5; among the demographic variables, duration of working with the manager was correlated from .18 to .28 with all focal dependent variables mentioned in Hypothesis 3 and so it needed to be controlled in the analyses.

Table 5. Descriptive Statistics of Study Variables

Variable	Mean	SD	Min.	Max.	# of items	A
Extraversion	3.46	.51	2.50	4.39	8	.70
Neuroticism	2.63	.64	1.50	4.13	8	.86
Agreeableness	3.76	.48	2.44	4.56	9	.76
Openness to Experience	3.71	.43	2.90	4.60	10	.71
Conscientiosness	3.96	.45	3.22	5.00	9	.76
Relatedness	3.89	.68	1.67	5.00	6	.75
Competence	4.30	.46	3.00	5.00	5	.77
Autonomy	3.44	.71	1.50	4.83	6	.77
Intrinsic Satisfaction	3.78	.55	1.67	5.00	12	.88
Extrinsic Satisfaction	3.31	.75	1.50	5.00	6	.81
General Satisfaction	3.74	.53	2.25	4.83		
Affective Organizational Commitment	3.69	.83	1.13	5.00	8	.92
TTLS-TR TF	3.60	.72	1.19	4.96	26	.96
TTLS-TR TS	2.45	.61	1.33	4.17	7	.67
MLQ-C-Reward	1.93	.86	.00	4.00	3	.49
MLQ-AMBE	1.92	.74	.00	4.00	4	.55
MLQ-PMBE	1.25	.88	.00	3.50	4	.70
MLQ-Individualized Consideration	2.35	.93	.00	4.00	4	.80
MLQ-Inspirational Motivation	2.45	.87	.00	4.00	4	.78
MLQ-Intellectual Stimulation	2.59	.70	.75	4.00	4	.69
MLQ-Idealized Attributes	2.59	.98	.00	4.00	4	.88
MLQ-Idealized Behaviors	2.49	.77	.00	4.00	4	.71
MLQ-TF	2.49	.74	.15	3.95	20	.94
MLQ-TS	1.70	.52	.00	2.89	11	.59
MLQ-Laissez-faire	.68	.82	.00	3.75	4	.79
Extra Effort	2.25	1.07	.00	4.00	3	.91
Satisfaction	2.56	1.05	.00	4.00	2	.88
Effectiveness	2.72	.90	.00	4.00	4	.86

Note: Scores on -the MLQ were given on a 0-4 scale. TTLS-TR TF: Transformational leadership scale of the newly developed test; TTLS-TR TS: Transactional Leadership scale of the newly developed test; C-reward: Contingent reward; AMBE: Active management by exception; PMBE: Passive management by exception, MLQ: Multifactor Leadership, TF: Transformational, TS: Transactional

Table 6. Bivariate Correlations of Study Variables

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. Age	1													
2.Gender	.23**	1												
3.DWWM	.44***	-.02	1											
4.DWAM	.80***	.22		1										
5.Tenure	.84***	.13	.62***	.66***	1									
6. Extraversion	-.40*	-.23		-.16	-.16	1								
7. Neuroticism	-.03	-.02		-.07	-.02	-.09	1							
8.Relatedness	-.03	-.08	.18*		.11			1						
9. Competence	.11	.04	.09		.11			.22**	1					
10. Autonomy	.01	-.07	.28***		.13			.59***	.22**	1				
11. Intrinsic Satisfaction	.16*	.00	.19*		.21**			.56***	.36***	.67***	1			
12. Extrinsic Satisfaction	-.03	.08	.19*		.02			.37***	.02	.57***	.56***	1		
13. General Satisfaction	.01	.04	.21**		.10			.59***	.19*	.67***	.79***	.77***	1	
14. Affective Org. Com.	.27**	.07	.23**		.31***			.41***	.20**	.50***	.64***	.48***	.56***	1
15. TTLS-TR TF	.03	.04	.23**		.13			.36***	.07	.57***	.49***	.74***	.61***	.41***
16. TTLS-TR TS	-.06	.12	-.16*		-.10			-.14	-.11	-.36***	-.31***	-.26***	-.31***	-.05
17.MLQ C-reward	-.01	-.03	.14		.07			.24**	.00	.29***	.24***	.48***	.29***	.26**
18.MLQ AMBE	.01	.22*	.03		-.02			-.03	.03	-.10	-.14	-.003	-.13	-.01
19.MLQ PMBE	.06	-.05	-.08		-.01			-.15	-.09	-.28***	-.30***	-.44***	-.35***	-.23**
20.MLQ I-stimulation	-.07	-.04	.15		.03			.30***	.10	.42***	.35***	.53***	.42***	.27***
21. MLQ I-behaviors	-.06	-.02	.23**		.10			.27***	.03	.40***	.31***	.56***	.40***	.33***
22. MLQ I-attributes	-.04	.00	.16*		.04			.31***	.04	.56***	.40***	.69***	.52***	.35***
23. MLQ I-motivation	-.16*	-.03	.12		-.03			.27***	-.004	.47***	.34***	.66***	.47***	.34***
24. MLQ I-consideration	.07	-.02	.23**		.16*			.29***	.10	.50***	.41***	.60***	.48***	.33***
25. MLQTF	-.06	-.02	.21**		.07			.33***	.06	.55***	.42***	.70***	.53***	.37***
26. MLQTS	.04	.06	.05		.02			.03	-.04	-.05	-.10	.01	-.10	.01
27. MLQ Lf-leadership	.04	-.14	-.17*		-.06			-.24**	.05	-.36***	-.29***	-.51***	-.39***	-.15
28. AG_TRTF	.10	.07		.11	.14	.11	.02							
29. AG_TRTS	-.27	.05		-.06	-.05	.30	.11							
30. AG_MLQTF	.10	.09		.12	.17	.14	-.04							
31. AG_MLQTS	.27	.11		.29	.34*	-.07	.23							

Table 7. Bivariate Correlations of Study Variables (Continued)

Variable	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
15. TTLS-TR TF	1															
16. TTLS-TR TS	-.39***	1														
17. MLQ C-reward	.51***	.06	1													
18.MLQ AMBE	.00	.31***	.26***	1												
19.MLQ PMBE	-.41***	.30***	-.21***	.16*	1											
20. MLQ I-stimulation	.67***	-.15	.57***	.09	-.39***	1										
21. MLQ I-behaviors	.77***	-.16*	.70***	.18*	-.29***	.61***	1									
22. MLQ I-attributes	.83***	-.34***	.58***	.09	-.40***	.65***	.69***	1								
23. MLQ I-motivation	.77***	-.20**	.68***	.05	-.35***	.68***	.76***	.75***	1							
24. MLQ I-consideration	.83***	-.29***	.63***	.02	-.32***	.65***	.72***	.77***	.70***	1						
25. MLQTF	.89***	-.27***	.60***	.09	-.40***	.81***	.86***	.90***	.89***	.89***	1					
26. MLQTS	.05	.35***	.61***	.74***	.56***	.11	.26**	.07	.14	.10	.15	1				
27.MLQ Lf-leadership	-.49***	.29***	-.33***	.05	.59***	-.41***	-.39***	-.53***	-.38***	-.34***	-.47***	.21**	1			
28. AG_TRTF														1		
29. AG_TRTS														-.36	1	
30. AG_MLQTF														.92**	-.26	1
31. AG_MLQTS														-.11	.32	-.12

Notes. DWWM: Duration of working with manager; DWAM: Duration of working as manager; TTLS-TR TF: Transformational leadership scale of the newly developed test; TTLS-TR TS: Transactional Leadership scale of the newly developed test; C-reward: Contingent reward; AMBE: Active management by exception; PMBE: Passive management by exception; I-stimulation: Intellectual stimulation; I-behaviors: Idealized behaviors; I-attributes: Idealized attributes; I-motivation: Inspirational motivation; I-consideration: Individualized consideration; MLQTF: Transformational Leadership Scale of the MLQ; MLQTS: Transactional Leadership scale of the MLQ; Lf-leadership: Laissez faire leadership; AG_TRTF: Aggregated Transformational leadership scale of the newly developed test; AG_TRTS: Aggregated Transactional leadership scale of the newly developed test; AG_MLQTF: Aggregated transformational leadership scale of the MLQ; AG_MLQTS: Aggregated transactional leadership scale of the MLQ; Gender: 1 = Female, 2 = Male. * $p < .05$, ** $p < .01$, *** $p < .001$.

3.4 Testing the Study Hypotheses

3.4.1 Hypothesis testing for the Construct Validation of the newly developed TTLS-TR

As a part of the construct validation; the newly developed transformational and transactional leadership scale was compared to the MLQ and it was hypothesized that; subordinates who gave higher scores to their supervisors on the transformational / transactional leadership dimension of the TTLS-TR would also give higher scores on the respective dimensions of the *MLQ 5X-Short Rater Form* (H1-a&b).

According to the results; Hypothesis 1-a was supported because there was a significant positive relationship between the transformational leadership scores of leaders, on the TTLS-TR and on the MLQ ($r = .89$, $p < .001$). Aggregated scores were also highly correlated ($r = .92$, $p < .001$, N = 38). Similarly; Hypothesis 1-b was also supported because there was a significant positive relationship between the transactional leadership scores of leaders, on the TTLS-TR and on the MLQ ($r = .35$, $p < .001$). Though not significant with a sample of 38, aggregated scores had a similar effect size of .32.

Additionally; a significant negative relationship between the perceived transformational and transactional leadership scores on the TTLS-TR was found ($r = -.39$, $p < .001$). This association was a non-significant .15 on the MLQ factors. Perceived transactional leadership scores of leaders on the TTLS-TR were also significantly negatively associated with the transformational leadership scores on the MLQ ($r = -.27$, $p < .001$). However, no significant relationship was observed between the transformational leadership scores of leaders on the TTLS-TR and transactional leadership scores of leaders on the MLQ. Table 5 can be checked for the bivariate correlations.

As a part of testing associations with the constructs in the nomological network of transformational and transactional leadership; it was expected that the TTLS-TR would show small significant associations with the theoretically-related personality dimensions. It was hypothesized that; superiors who received higher scores by their subordinates on the transformational leadership dimension would also score high on extraversion and low on neuroticism (H2).

There were 38 managers / leaders in the sample, thus 38 aggregated data points were used in testing the association between perceived leadership and leader personality. Correlation analyses indicated that TTLS-TR TF was correlated by .11 with extraversion and .02 with neuroticism, both of which were non-significant. For regression analyses, first; correlations between the leader demographic variables and the aggregated perceived transformational leadership scores on the TTLS-TR were checked and none were found to be significant with a sample size of 38. As a result, there were no demographic variables to control for. According to the regression analyses in which extraversion and neuroticism were entered as predictors; Hypothesis 2 was not supported. Managers' self-reported extraversion levels did not show a significant relationship with aggregated subordinate perceptions of transformational leadership on TTLS-TR ($\beta = .11$, $p = .51$) and in the same way, whether the managers perceive themselves as being neurotic did not show a significant relationship with them being perceived as a transformational leader on TTLS-TR ($\beta = .03$, $p = .88$).

Exploratory correlational analyses were conducted to see associations between the TTLS-TR transactional leadership and the Big Five dimensions. TTLS-TR TS was correlated by .11 with neuroticism, by .04 with agreeableness, by .30 with extraversion, by .06 by openness to experience, which was nonsignificant and by .44 with conscientiousness. Only conscientiousness was significant ($p = .01$). Also, the remaining three personality factors' correlations with transformational leadership were .23 with agreeableness, -.28 with conscientiousness, and -.08 with openness to experience.

For exploratory purposes; another series of hierarchical regression analyses were conducted for testing the relationships between perceived leadership on the MLQ and leader personality. According to correlation analyses, MLQ TF correlated by .14 with extraversion, -.04 with neuroticism, .26 with agreeableness, -.24 with conscientiousness, and -.06 with openness to experience. MLQ TS correlated by .23 with neuroticism, by -.01 with agreeableness, by .07 with conscientiousness, by -.07 with extraversion, and by -.20 by openness to experience, all of which were non-significant. For regression analyses with MLQ transformational leadership extraversion and neuroticism were entered as predictors with no control variables.

No significant relationships were observed. Managers' self-reported extraversion levels did not show a significant relationship with aggregated subordinate perceptions of transformational leadership on the MLQ ($\beta = .14$, $p = .42$) and in the same way, whether the managers perceive themselves as being neurotic did not show a significant relationship with them being perceived as a transformational leader on the MLQ ($\beta = -.03$, $p = .85$).

3.4.2 Hypothesis testing for the Concurrent Criterion-related Validity of the TTLS-TR

As a part of the concurrent criterion-related validity of the newly developed test; employees' perceptions of their superiors' transformational leadership style was expected to have moderate-to-high associations with job attitudes. It was hypothesized that; as employees' perceptions of their superior's transformational leadership style increases, their job satisfaction and affective organizational commitment levels would also increase, with moderate-to-high effect sizes (H3-a), the more employees perceive their superiors to possess transformational leadership style, the more the employees / followers would report being satisfied with their basic psychological needs, such as autonomy, relatedness and competence (H3-b) and as employees' perceptions of their supervisors' transformational leadership style increases, their extra effort and effectiveness levels would also increase, with moderate-to-high effect sizes (H3-c).

These hypotheses were tested on 165 subordinates. Correlation analyses showed that these outcomes were significantly correlated with the TTLS-TR TF with effect sizes ranging from .36 to .74, except for the satisfaction of the competence need. For regression analyses, first; correlations between the demographic variables and the dependent variables were checked. Accordingly it was seen that; among the dependent variables, intrinsic satisfaction and affective organizational commitment were correlated with age, duration of working with the manager and tenure as demographic variables. Extrinsic satisfaction, general satisfaction, relatedness and autonomy were only correlated with duration of working with the manager and competence was not significantly correlated with any of the demographic variables. As a result; only duration of working with the manager was decided to be controlled

for when conducting the hierarchical regression analyses for all the dependent variables except for competence. Because age and tenure were highly correlated with duration of working with the manager and it would cause multicollinearity if these were controlled all together, a decision was made to include only one of these demographic variables. The reason of choosing duration of working with the manager was that; rather than their age or their total tenure, duration of the people working with their managers would affect their perceptions related to the managers' leadership style. Thus, this demographic was controlled for in the first step, followed by the transformational and transactional factors of the TTLS-TR.

According to the results; Hypothesis 3-a was supported as the level of subordinate perceptions of their manager to be a transformational leader significantly predicted their job satisfaction – more specifically intrinsic satisfaction, extrinsic satisfaction and general satisfaction- and also their affective organizational commitment levels, with moderate-to-high effect sizes.

According to the hierarchical regression analyses for intrinsic satisfaction as the outcome; the first model in which the effect of duration of working with the manager on the outcome was controlled for, was significant ($R^2 = .04$, $F (1, 163) = 6.36$, $p = .01$) and duration of working with the manager significantly predicted the subordinates' intrinsic satisfaction levels ($\beta = .19$, $p = .01$). The inclusion of transformational and transactional leadership perceptions added significant incremental variance over the first model ($\Delta R^2 = .23$, $\Delta F (2, 161) = 24.58$, $p < .001$). Transformational leadership perceptions was a significant predictor of intrinsic satisfaction ($\beta = .42$, $p < .001$) whereas transactional leadership perceptions were not ($\beta = -.13$, $p = .07$).

According to the hierarchical regression analyses for extrinsic satisfaction as the outcome; the first model was significant ($R^2 = .04$, $F (1, 163) = 5.80$, $p = .02$) and duration of working with the manager significantly predicted their extrinsic satisfaction levels ($\beta = .19$, $p = .02$). The inclusion of transformational and transactional leadership perceptions added significant incremental variance over the first model ($\Delta R^2 = .51$, $\Delta F (2, 161) = 89.97$, $p < .001$). Transformational leadership perceptions was a significant predictor of extrinsic satisfaction ($\beta = .75$, $p < 001$) whereas transactional leadership perceptions were not ($\beta = .04$, $p = .50$).

According to the hierarchical regression analyses for general satisfaction as the outcome; the first model was significant (R^2 = .04, F (1, 163) = 7.28, p = .01) and duration of working with the manager significantly predicted their general satisfaction levels (β = .21, p = .01). The inclusion of transformational and transactional leadership perceptions added significant incremental variance over the first model (ΔR^2 = .34, ΔF (2, 161) = 43.94, p < .001). Transformational leadership perceptions was a significant predictor of general satisfaction (β = .57, p < .001) whereas transactional leadership perceptions were not (β = -.08, p = .27).

According to the hierarchical regression analyses for affective organizational commitment as the outcome; the first model was significant (R^2 =.05, F (1, 163) = 9.13, p = .00) and duration of working with the manager significantly predicted the subordinates' affective organizational commitment levels (β = .23, p = .00). The inclusion of transformational and transactional leadership perceptions added significant incremental variance over the first model (ΔR^2 = .15, ΔF (2, 161) = 15.28, p ≤ .001). Transformational leadership perceptions was a significant predictor of affective organizational commitment (β = .43, p < .001) whereas transactional leadership perceptions were not (β = .15, p = .06).

On the other side, H3-b was partially supported because how much subordinates perceive their manager to be a transformational leader significantly predicted their relatedness and autonomy levels while it did not predict their competence levels.

According to the hierarchical regression analysis for relatedness as the outcome; the first model was significant (R^2 = .03, F (1, 163) = 5.63, p = .02) and duration of working with the manager significantly predicted their own relatedness perception (β = .18, p = .02). The inclusion of transformational and transactional leadership perceptions added significant incremental variance over the first model (ΔR^2 = .10, ΔF (2, 161) = 9.73, p < .001). Transformational leadership perceptions was a significant predictor of relatedness (β = .34, p < .001) whereas transactional leadership perceptions were not (β = .01, p = .88).

According to the hierarchical regression analysis for autonomy as the outcome; the first model was significant (R^2 = .08, F (1, 163) = 13.87, p < .001) and duration of working with the manager significantly predicted their own autonomy

perception (β = .28, p < .001). The inclusion of transformational and transactional leadership perceptions added significant incremental variance over the first model (ΔR^2 = .28, F (2, 161) = 35.60, p <.001). Transformational leadership perceptions was a significant predictor of autonomy (β = .47, p < .001) together with transactional leadership perceptions (β = -.15, p = .04). However the level of subordinates' own competence perception was not predicted by how much they perceive their manager to be a transformational leader (β = .03, p = .75) or a transactional leader (β = -.10, p = .23).

Additionally; hierarchical regression analyses were conducted to see whether the transformational / transactional leadership scores on the TTLS-TR predict effectiveness and extra effort outcome variables on the MLQ and the Hypothesis 3-c was supported. First; correlations between the demographic variables and the dependent variables were checked. Accordingly it was seen that; extra effort outcome variable was correlated with duration of working with the manager and effectiveness was seen to have no significant correlations with any of the demographic variables. As a result; duration of working with the manager was controlled for, when conducting the regression analysis for the extra effort outcome variable.

According to the hierarchical regression analysis for extra effort as the outcome; the first model in which the effect of duration of working with the manager on the outcome was controlled for, was significant (R^2 = .05, F (1, 163) = 7.62, p = .01) and duration of working with the manager significantly predicted their extra effort levels (β = .21, p = .01). The inclusion of transformational and transactional leadership perceptions added significant incremental variance over the first model (ΔR^2 = .73, ΔF (2, 161) = 252.66, p < .001). Transformational leadership perceptions was a significant predictor of extra effort (β = .92, p < .001) together with transactional leadership perceptions (β = .13, p = .00).

According to the hierarchical regression analysis for effectiveness as the outcome; the model was significant (R^2 = .55, F (2, 162) = 99.68, p < .001) and transformational leadership perceptions was a significant predictor of effectiveness (β = .76, p < .001) whereas transactional leadership perceptions were not (β = .04, p = .49).

Table 8. Hierarchical Regression Analyses Predicting Work Attitudes and Work-related Basic Psychological Needs Satisfaction based on TTLS-TR

Dependent Variable	Intrinsic Satisfaction	Extrinsic Satisfaction	General Satisfaction	Affective Org. Com.	Relatedness	Autonomy	Extra Effort	Effectiveness
Step 1								
1. DWWM	.19*	.19*	.21**	.23**	.18*	.28***	.21**	
R^2	**.04**	**.04**	**.04**	**.05**	**.03**	**.08**	**.05**	
F	6.36*	5.80*	7.28**	9.13**	5.63*	13.87***	7.62**	
df	(1, 163)	(1, 163)	(1, 163)	(1, 163)	(1, 163)	(1, 163)	(1, 163)	
Step 2								
2. TR TF	.42***	.75***	.57***	.43***	.34***	.47***	.92***	.76***
TR TS	-.13	.04	-.08	.15	.01	-.15*	.13***	.04
R^2 change	**.23**	**.51**	**.34**	**.15**	**.10**	**.28**	**.73**	**.55**
F change	24.58***	89.97***	43.94***	15.28***	9.73***	35.60***	252.66***	99.68***
df	(2, 161)	(2, 161)	(2, 161)	(2, 161)	(2, 161)	(2, 161)	(2, 161)	(2, 162)

Note. Values in table across predictors are Beta weights, unless otherwise indicated. Percent of incremental variance is shown in bold type. DWWM: Duration of working with the manager, BPNSW = Basic Psychological Needs Satisfaction at Work. TR TF: Transformational leadership factor in the Turkish scale. TR TS: Transactional leadership factor in the Turkish scale. * $p < .05$; ** $p \leq .01$; *** $p < .001$

For exploratory purposes; another series of hierarchical regression analyses were conducted for testing the relationships between perceived leadership on the MLQ and the outcomes mentioned in Hypothesis 3. As it was done above, only duration of working with the manager was controlled for, when conducting the hierarchical regression analyses for all the dependent variables, except for competence. Here, model 2 results with the inclusion of the two MLQ factors are given.

According to the hierarchical regression analyses for intrinsic satisfaction as the outcome; the inclusion of transformational and transactional leadership perceptions added significant incremental variance over the first model (ΔR^2 = .18, ΔF (2, 161) = 18.18, p < .001). Both transformational leadership perceptions (β = .42, p < .001) and transactional leadership perceptions (β = -.17, p = .02) were significant predictors of intrinsic satisfaction. In predicting extrinsic satisfaction, transformational and transactional leadership perceptions added significant incremental variance over the first model (ΔR^2 = .47, ΔF (2, 161) = 76.15, p < .001). Transformational leadership perceptions was a significant predictor of extrinsic satisfaction (β = .71, p < 001) whereas transactional leadership perceptions were not (β = -.10, p = .09). In the prediction of general satisfaction; transformational and transactional leadership perceptions added significant incremental variance over the first model (ΔR^2 = .29, ΔF (2, 161) = 34.06, p < .001). Both transformational leadership perceptions (β = .54, p < .001) and transactional leadership perceptions (β = -.19, p = .01) were significant predictors of general satisfaction.

According to the hierarchical regression analyses for affective organizational commitment as the outcome; leadership perceptions added significant incremental variance over the first model (ΔR^2 = .11, ΔF (2, 161) = 11.02, p < .001). Transformational leadership perceptions was a significant predictor of affective organizational commitment (β = .35, p < .001) whereas transactional leadership perceptions were not (β = -.05, p = .47).

The inclusion of transformational and transactional leadership perceptions added significant incremental variance over the first model in the prediction of relatedness (ΔR^2 = .09, ΔF (2, 161) = 8.18, p < .001) and the prediction of autonomy (ΔR^2 = .27, F (2, 161) = 32.80, p <.001). Transformational leadership perceptions

was a significant predictor of relatedness ($\beta = .31$, $p < .001$) and of autonomy ($\beta = .53$, $p < .001$). Transactional leadership perceptions did not predict relatedness ($\beta = -02$, $p = .80$) but predicted autonomy ($\beta = -.14$, $p = .03$). However the level of subordinates' own competence perceptions were not predicted by the MLQ transformational ($\beta = .07$, $p = .42$) or transactional ($\beta = -.05$, $p = .56$) factors either.

Additionally; hierarchical regression analyses were conducted to see whether the transformational / transactional leadership scores on the MLQ predict effectiveness and extra effort outcome variables on the MLQ. As it was done above, only duration of working with the manager was controlled for, when conducting the hierarchical regression analyses for extra effort outcome variable.

According to the hierarchical regression analysis for extra effort as the outcome; the first model in which the effect of duration of working with the manager on the outcome was controlled for, was significant ($R^2 = .05$, $F (1, 163) = 7.62$, $p = .01$) and duration of working with the manager significantly predicted their extra effort levels ($\beta = .21$, $p = .01$). The inclusion of transformational and transactional leadership perceptions added significant incremental variance over the first model ($\Delta R^2 = .73$, $\Delta F (2, 161) = 265.48$, $p < .001$). Transformational leadership perceptions was a significant predictor of extra effort ($\beta = .88$, $p < .001$) whereas transactional leadership perceptions were not ($\beta = -.01$, $p = .86$).

According to the hierarchical regression analysis for effectiveness as the outcome; the model was significant ($R^2 = .64$, $F (2, 162) = 141.25$, $p < .001$) and transformational leadership perceptions was a significant predictor of effectiveness ($\beta = .80$, $p < .001$) whereas transactional leadership perceptions were not ($\beta = .00$, $p = .94$).

Table 9. Hierarchical Regression Analyses Predicting Work Attitudes and Work-related Basic Psychological Need Satisfaction based on the MLQ

Dependent Variable	Intrinsic Satisfaction	Extrinsic Satisfaction	General Satisfaction	Affective Org. Com.	Relatedness	Autonomy
Step 1						
1. DWWM	.19*	.19*	.21**	.23**	.18*	.28***
R^2	**.04**	**.04**	**.04**	**.05**	**.03**	**.08**
F	6.36*	5.80*	7.28**	9.13**	5.63*	13.87***
df	(1, 163)	(1, 163)	(1, 163)	(1, 163)	(1, 163)	(1, 163)
Step 2						
2. MLQ TF	.42***	.71***	.54***	.35***	.31***	.53***
3. MLQ TS	-.17*	-.10	-.19**	-.05	-.02	-.14*
$R^2 change$	**.18**	**.47**	**.29**	**.11**	**.09**	**.27**
F change	18.18***	76.15***	34.06***	11.02***	8.18***	32.80***
df	(2, 161)	(2, 161)***	(2, 161)	(2, 161)	(2, 161)	(2, 161)

Notes. Values in table are Beta weights, unless otherwise indicated. Percent of incremental variance is shown in bold type. DWWM: Duration of working with the manager, BPNSW = Basic Psychological Needs Satisfaction at Work. MLQ: Multifactor Leadership Questionnaire. TF: Transformational leadership. TS: Transactional leadership. * $p < .05$; ** $p < .01$; *** $p < .001$.

CHAPTER IV

DISCUSSION

Discussion is presented in four sections: In the first section, results for the construct validation of the newly developed test are discussed. In the second section, results for the criterion-related validation of the newly developed test are discussed. In the third section, contributions and practical implications of the current study are presented and in the last section, limitations and suggestions for future research are given.

4.1 Discussion of results for the construct validation of the newly developed test

In the current study, construct validity of the newly developed TTLS-TR was researched in two ways: First; the transformational leadership scores of managers which were given by subordinates on the TTLS-TR and on the MLQ were compared while the same was also done for transactional leadership scores. Second; associations with the theoretically related personality dimensions – Extraversion and Neuroticism - in the nomological network of transformational leadership were tested.

For the first part of the construct validation research; participants took the MLQ and the TTLS-TR at the same time. The purpose was to compare the transformational leadership subscales and the transactional leadership subscales of the MLQ and the TTLS-TR with each other. On the basis that MLQ has validation proof, it would be possible to say that the newly developed test also measures what it purports to measure if the transformational leadership scales were consistent and the transactional leadership scales were also consistent in themselves.

As a result; the findings of the present study provided some evidence for the construct validity of the newly developed TTLS-TR. Bivariate correlations were checked for the aforesaid four subscales. There was a high, even very strong correlation between the transformational leadership subscales of the TTLS-TR and the MLQ. On the other hand, correlation between the transactional leadership

subscales of the TTLS-TR and the MLQ was moderate. Thus, the newly developed TTLS-TR; especially the transformational leadership scale has convergent construct validity at a reasonable level. Anyhow, of course there are some imperfections at the development stage.

As it was mentioned before; according to the parallel analysis and exploratory factor analysis results of the TTLS-TR, transformational leadership and transactional leadership scales were separated from each other successfully but the sub-dimensions could not be studied because they did not decompose from each other. The reason is thought to be the sample size (N = 165). According to Mundfrom, Shaw, and Ke (2009); when a 6-factor solution is expected with 37 variables and when communalities vary from small, to large to have 'excellent' agreement between the sample and population the necessary sample size is 180, and to have 'good' agreement between the sample and population, the necessary sample size is 100. Thus, although the data set in the current study was factorable given the number of variables to expected factors ratio and the communality estimates (M = .47, Median = .53, see Table 2), there is still room for improvement for more stable results. Results of the parallel analysis and exploratory factor analysis for the MLQ were also similar to the results of the TTLS-TR; transformational, transactional and laissez-faire leadership scales were separated from each other while the sub-dimensions did not.

When the literature was reviewed in terms of the research about the factor structure of the MLQ; ambiguity was seen about the differentiation of the sub-dimensions of transformational leadership because there was a lack of support for the hypothesized factor structure and the discriminant validity of the components (Rafferty & Griffin, 2004). Den Hartog, Van Muijen and Koopman (1997) used a Dutch version of the MLQ and administered the scale to 1200 employees in order to find out whether the MLQ is able to distinguish between the transformational, transactional and the laissez-faire leadership scales and they revealed that although the main scales are separated from each other, the sub-dimensions were difficult to produce in the data. Carless (1998) suggested that the MLQ-5X measures the single transformational leadership construct but not the separate factors of it and according to Avolio et al. (1999), the original factor model of the MLQ did not fit the data.

Carless (1998) argued that; rather than the components, higher-order transformational and transactional leadership should be studied. The TTLS-TR satisfies this need.

Among the four sub-scales including the higher-order dimensions of the TTLS-TR and the MLQ; the transformational leadership scale of the TTLS-TR had the highest reliability – above .90 - which shows that the scores produced by the instrument were highly homogeneous in terms of content. This scale also had the highest ICC value which shows that subordinate perceptions within a group supervised by the same manager were quite similar and could be distinguished from the perceptions of other supervised groups. The ICC for the MLQ was quite low; the content of the MLQ was not perceived in the same way by individuals within a supervised group.

The transactional leadership scale of the TTLS-TR had a reliability value less than, but very close to .70 with six items; nevertheless this was higher than the reliability of the corresponding scale of the MLQ with 11 items. The ICC value was also acceptable by being over .12. However, the ICC value for the transactional leadership scale of the MLQ was brought to .12 only when an item was removed. The reason for low values in both scales could be that managers may not be applying contingent leadership approaches consistently to every employee in the supervised group, lending perceptions to be somewhat different, or supervised groups were not that different from each other in terms of being led by transactional styles.

One of the most important reasons for the transactional leadership scale having a lower reliability than the transformational scale in the TTLS-TR is that transactional leadership scale had only six items while transformational leadership scale had 26 items. More items should have been developed for the transactional leadership scale and the attention paid to the transformational leadership scale should have been paid to the transactional leadership scale also. Broadening the scope of the TTLS-TR transcational scale could have increased correlations with the MLQ. Currently, the TTLS-TR transactional scale spans only some of the elements in the MLQ such as 'the trade relationship between the leader and the subordinate', 'rewarding the subordinates only when they meet the expectations', 'imposing sanctions when the subordinates do not meet the expectations' and 'threatening

behaviors of the leader' related to the contingent reward dimension, in addition to 'watching behaviors of the leader' of the MLQ. Several elements of the MLQ contingent reward related to 'explaining the rewards followers would receive when they fulfill the requirements' and 'expressing satisfaction when the subordinates meet the expectations' are lacking in the TTLS-TR, together with elements for the active management by exception dimension such as 'focusing on the deviations from standards and mistakes' and for the passive management by exception dimension such as 'postponing behaviors of the leader.' The reasons for such a mismatch are as follows. Qualities related to being transparent and motivating are more related to a transformational style, thus explaining rewards and expressing satisfaction would not go under transactional leadership. Second, the author decided not to include the passive management by exception dimension in transactional leadership, based on the logic that the transactional leader is not a laissez-faire leader. Finally, four of the transactional leadership items were removed based on factor analyses results, which caused transactional leadership to loose blood. These items were about 'using only external rewards for motivation purposes', 'not valuing the way the job is done as long as the expectations are met' (two of the items) and 'putting performance targets and rewarding as much as the subordinates succeed'.

Another reason for the transactional leadership scale having a lower reliability than the transformational leadership scale may be as follows. Items in the transformational leadership scales reflect a leader who is more desirable, compared to the leader who is reflected by the items in the transactional leadership scales. Because the data were collected from subordinates working in a private company, participants probably felt comfortable when they evaluate their leaders with positive specifications, but showed inconsistency when they evaluate their leaders with negative specifications such as being a punisher or being a postponer etc.

Additionally; although there was no significant negative association between the two subscales of the MLQ, a significant negative relationship between the perceived transformational and transactional leadership scores on the TTLS-TR was observed. TTLS-TR transactional leadership also correlated negatively with the transformational scale of the MLQ ($r = -.27$), though the TTLS-TR transformational scale did not correlate with the transactional scale of the MLQ. These findings also

suggest that of the TTLS-TR, the transformational scale gave expected associations, but the nature of the transactional scale was different from that of the MLQ.

An explanation for the negative relationship between the two scales of the TTLS-TR while there is no such relationship between the scales of the MLQ may be as follows. For exploratory purposes, bivariate correlations between the TF composites and the individual TS items of both the TTLS-TR and MLQ were checked, in themselves. It was seen that, there were some significant positive relationships between the individual TS items and the TF composite of the MLQ while there were only negative relationships between the individual TS items and the TF composite of the TTLS-TR. As can be seen in Table 5, bivariate correlations between the contingent reward sub-dimension of the MLQ and the TF sub-dimensions and the TF composite are very high and significant (from .57 to 70). When the individual items which are in a significant positive relationship with the TF scale of the MLQ were examined in detail, they were seen to be contingent reward items such as 'My leader / manager discusses in specific terms who is responsible for achieving performance targets' or 'My leader / manager makes clear what one can expect to receive when performance goals are achieved'. It looks like these items of the contingent reward dimension of the MLQ are contributing to a non-significant association between the overall TS and TF scales of the MLQ. These elements were not included in the TTLS-TR transactional scale, leaving a negative association between the TS and TF factors.

This was also observed in the literature; Bycio et al. (1995) found that the contingent reward scale was strongly associated with the transformational scales with rs ranging from .79 to .83 (as cited in Rafferty & Griffin, 2004). These items seem to be stated softly and reflect a leader who makes explanations or expectations clear for his / her subordinates, rather than a leader who contingently rewards / punishes. On the other hand, the items developed for the contingent reward sub-dimension on the TTLS-TR – such as 'The relationship between me and my leader is such a trade that I feel that I can only take as much as I give' - reflect a strict leader who contingently rewards / punishes.

At the time of data collection for the present study, a similar study was published that took account of emic leadership elements in the context of

transformational leadership. Karakitapoğlu-Aygün and Gümüşlüoğlu (2013) investigated how transformational leadership is defined in the Turkish context, what the dimensions of it are and how these dimensions differ from universal dimensions. They conducted three studies for each of these purposes. In the first study; they conducted interviews with workers and wanted them to think of a leader who initiates, implements and administers change and asked some questions about that leader. The content analysis of the interviews resulted in 20 items which are mostly about a leader who builds close relationships with his / her followers, who attends their social events etc., who is very similar to a paternalistic leader. In the second study; they examined the factor structure of these items and this study resulted in three factors which are named as Considerate-Paternalistic Leadership, Inspiring-Charismatic Leadership and Active-Stimulating Leadership. In the third study; they examined whether these three dimensions are able to predict important outcomes of transformational leadership such as commitment, identification, leader – member exchange, interaction with the supervisor and the results showed that they successfully predicted these outcomes. When the items developed in the study of Karakitapoğlu-Aygün and Gümüşlüoğlu and in the current study are compared, it was seen that; the transformational leadership items of the two studies were similar in general. According to the comparsion; the components which are not represented in the current study are; 'believing in change and convincing others for that change', 'not refraining from taking risks when necessary' and 'still having an edge with the subordinates while being close' and the additional components of the TTLS-TR developed in the current study are; 'informing the subordinates about their contributions to the company', 'encouaring the subordinates to be innovative and to try new ways', 'considering the subordinates' personal concerns and abilities, when distributing the tasks', 'trying to enhance the subordinates' internal motviation', 'planning trainings for subordinates and encouraging them to attend seminars'. Another distinction across these two scales is that the TTLS-TR yielded a two-factor structure for the transformational and transactional leadership styles, whereas the scale of Karakitapoğlu-Aygün and Gümüşlüoğlu covers only transformational leadership and obtained a three-factor structure for it.

For the second part of the construct validation research; associations with the theoretically-related personality dimensions – Extraversion and Neuroticism - in the nomological network of transformational leadership was tested and exploratory correlation analyses were conducted for the other personality dimensions and also for transactional leadership. However, no significant relationships were observed between the personality dimensions and the transformational leadership subscales on either the TTLS-TR or the MLQ which showed that the second hypothesis was not supported.

When the literature was reviewed in terms of the relationship between the personality dimensions on the BFI and the transformational / transactional leadership; overall transformational leadership was seen to be significantly related to neuroticism ($r = -.15$) and extraversion ($r = .19$) (Bono & Judge, 2004). It should be noted that the charisma factor of transformational leadership correlated the highest with extraversion, whilst the other factors had an average observed correlation around .14. In the current study; correlation analyses indicated that TTLS-TR TF, which does not cover elements related to charisma, was correlated by .11 with extraversion and .02 with neuroticism and MLQ TF correlated by .14 with extraversion and -.04 with neuroticism, all of which were non-significant. Although not statistically significant in a sample of 38 aggregated data points, a trend was observed between extraversion and the TTLS-TR TF scores while the expectations were not supported for neuroticism. However, even though they are non-significant, effect sizes with the MLQ are closer to the effect sizes in the literature, compared to the TTLS-TR. It may probably be because most of the studies in the meta-analysis study used the MLQ for assessing transformational and transactional leadership behaviors. Still, the newly developed scale succeeded to reach a close effect size with extraversion with a small sample, though all effect sizes for personality were in the very small range.

As mentioned before; in the literature of leadership emergence, there are two general views which are trait theories and situational / contingency approaches. From the trait theories view, leadership is seen to be based on the personal characteristics of people (e.g., Goodenough, 1930; Judge et al., 2002; Zaccaro et al., 1991) whereas situational / contingency approaches argue that the situational factors interact with

the leaders' style and determine the success of leadership, together with the fit between the leadership style and the context (e.g. Judge et al., 2002). Bono and Judge's meta-analysis (2004) resulted in weak relationships between the personality variables and transformational / transactional leadership and their arguments about the results could also apply to the current study: Firstly; they argued that; transformational / transactional leadership behaviors are more malleable rather than being as heritable as the factors playing a role in leadership emergence and effectiveness. Even though some personality types make people more inclined to be a leader, some leadership behaviors are trainable, meaning that, transactional or transformational leadership behaviors may be learned via some processes, such as MBA or management training programs. The authors presented some empirical evidence related to the teachability of the transformational leadership behaviors, from Barling, Weber and Kelloway (1996) and Dvir, Eden, Avolio and Shamir (2002). Second; they argued that; there may be personality antecedents for transformational / transactional leadership other than the five-factor model and questioned whether the Big Five are the most suitable model to study the dispositional bases of the leadership styles in subject. Hough (1992, as cited in Bono & Judge, 2004) argued that the Big Five model is so broad and masks the relationships between the traits and the criteria. The authors suggested studying the personality – transformational / transactional leadership relationship by using the facets of the Big Five traits, or with traits which are narrower. Third; they argued that, in organizations, leadership behaviors are subject to a lot of situational factors which may be suppressing the natural indication of transformational / transformational leadership styles.

4.2 Discussion of results for the criterion-related validation of the newly developed test

In the current study, criterion-related validity of the newly developed TTLS-TR was researched via examining the relationships between transformational leadership and work attitudes (intrinsic and extrinsic job satisfaction and affective organizational commitment) and also work-related basic psychological needs (relatedness, autonomy and competence) satisfaction. It was expected that; as

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employees' perceptions of their superior's transformational leadership style increases, their job satisfaction and affective organizational commitment levels would also increase, with moderate-to-high effect sizes and the more employees perceive their superiors to possess transformational leadership style, the more the employees / followers would report being satisfied with their basic psychological needs, such as autonomy, relatedness and competence. Results showed that; these outcomes were significantly correlated with the TTLS-TR TF, except for the satisfaction of the competence need.

The findings of the current study were in accordance with the literature, except for the satisfaction of need for competence. According to Bass (2000), various studies found transformational leadership to be more effective than transactional leadership in many aspects. Bass (1999) asserted that while transactional leadership alone cannot result in job satisfaction, transformational leadership impacts followers' job satisfaction levels (e.g., Rowold, 2008; Walumbwa et al., 2004; Medley & Larochelle, 1995), satisfaction with the supervisor (Walumbwa et al., 2004), affective commitment (Goodwin et al., 2011; Walumbwa et al., 2004), and followers' need satisfaction of autonomy, relatedness, and competence (Kovjanic et al., 2012).

Among the basic psychological needs, it makes theoretical sense that relatedness and autonomy are more related to the leadership style, compared to competence as a transformational leader may affect his / her subordinates' relatedness need satisfaction levels by being fatherly / motherly and in specific by attending the special events of the subordinates, or by paying attention to their private problems. Similarly; a transformational leader may affect his / her subordinates' autonomy need satisfaction levels by conferring responsibilities and by letting them take initiative. Feeling close to other people in the work place may be enhanced by the person's manager or autonomy feelings may depend on the manager but competence is a need, which depends more on the person, rather than other people. Feeling not competent may arise from the difficulty of the tasks or from the self-confidence level of the person together with the knowledge, skills, and abilities the person brings to the job, but it is less likely to be affected by the manager.

Additionally; in the current study, transformational leadership perceptions was a significant predictor of extra effort and effectiveness while transactional leadership perceptions was a significant predictor of extra effort with a smaller effect size whereas it did not predict effectiveness. According to the literature; Rowold (2008) found that; transformational leadership was positively related to followers' extra effort and effectiveness. The reason why transactional leadership was a significant predictor of extra effort in the current study may be that; transactional leaders may be causing subordinates show extra effort because of controlling their behaviors by contingent reward / punishments or by controlling their behaviors actively.

4.3 Contributions and Practical Implications of the Study

The present study is believed to make valuable contributions to the transformational and transactional leadership literature, especially in Turkey. First; the present study aimed to develop a valid likert-type measure for transformational and transactional leadership styles and when doing so the Turkish culture was speficially taken into consideration. The current measure is robust in terms of its transformational scale content as multiple methods were employed in forming the items including taking account of literature definitions of the subdimensions, considering valued cultural demonstrations of leadership behaviors, and conducting interviews with employees to derive specific behavioral descriptions of how a leader could motivate, encourage, help employees. Convergent construct validation of the newly developed test was researched by comparing the test with the MLQ, which is a well-known and validated test in the leadership literature and results supported the convergent validity of the newly developed TTLS-TR, especially for the transformational leadership subscale.

Second; at the preliminary study, there were no interview questions related to paternalistic leadership asked to the interviewees but still leadership specifications reflecting paternalism were collected such as 'realizing the subordinates' private life problems' or 'attending the subordinates' social events', as answers.

Third; the relationships between the transformational leadership style and job satisfaction, affective organizational commitment, relatedness and autonomy were

supported, consistent with the literature. Additionally; only the relationship between the transformational leadership and competence need satisfaction was not supported, contrary to the literature. As discussed above; feeling not competent may arise from the difficulty of the tasks or from the self-confidence level of the person, but it is less likely to be affected by the manager.

In addition to supporting most of the relationships identified in the literature, another contribution of the current study to the leadership literature in Turkey is the newly developed transformational / transactional leadership scale (TTLS-TR) that has culture-specific leadership manifestations and which has initial support for validation and reliability. It has come to the attention of the author that as this study was underway, another locally developed and validated transformational leadership scale by Karakitapoğlu-Aygün and Gümüşlüoğlu (2013) was contributed to the Turkish literature. Both scales include paternalistic elements specific to the Turkish culture and both predict valued work outcomes. Karakitapoğlu-Aygün and Gümüşlüoğlu (2013) showed that a culture-specific transformational leadership scale could predict commitment to the leader / commitment to the department, identification with the leader / identification with the department, leader – member exchange, interaction with the supervisor, empowering and laissez-faire leadership and team performance. The TTLS-TR of the present study further contributes to the literature by expanding the criteria and showing that a culture-specific transformational leadership scale could also predict intrinsic and extrinsic work satisfaction, extra effort, self-rated effectiveness, and satisfaction of basic psychological needs – outcomes which are targeted by transformational leaders. Finally, the TTLS-TR-in its current form- can offer information about certain transactional styles that in fact may not be valued by followers, do not predict desired outcomes, except for extra effort. Researchers can enjoy using the scale developed by Karakitapoğlu-Aygün and Gümüşlüoğlu (2013) for discriminating between sub-dimensions of culture-relevant transformational leadership styles and can enjoy the use of TTLS-TR to to predict outcomes based on an overall transformational leaderships scale and to distinguish between transformational and transactional leadership styles.

4.4 Limitations and Future Research Suggestions

The present study has several limitations that should be acknowledged in interpretation of the study findings. First, the present study has a relatively small sample size like the majority of field studies, rendering a small sample for the aggregated data.

Second; at the development stage of the newly developed test, the emphasis given to the transformational leadership subscale should have been given to the transactional leadership subscale. There were 26 items in the transformational leadership subscale whereas there were only six items in the transactional leadership subscale, which also lowered the reliability of the transactional leadership subscale. Here, the items which were removed from the transactional leadership scale should have been studied at a different sample and checked.

Third; the study was conducted in a private company which is also the workplace of the author and the scales were distributed manually by the researcher. Among the 38 groups, there were only three groups from other companies. Remaining limited by the researcher's workplace was negative in terms of variety. Generalizability of study findings requires gathering data from multiple organizations with a more diverse background in terms of industry and job types.

Fourth; there was a need for groups which are formed by managers and their subordinates and so the author gave specific codes to the managers and subordinates in order to match them. Because of that, anonymous internet distribution was not available. Some of the candidate participants rejected participating in the study by offering the use of anonymous distribution via internet. Even though the reason was explained to them, they still did not volunteer which limited the total sample size.

Fifth; one focal outcome that is the level of managerial competencies performance of supervisors could not be included in the present study. The reason is that the performance appraisal (PA) system and the competencies used in that PA system for the R&D Centre in the company is different from those used for the Production Facilities and the General Directorate. Also, there was no available PA information for the other companies. As a result; neither the PA system used for the R&D Centre nor the PA system used for the other locations supplied the needed sample size for hypothesis testing.

The present study findings suggest a number of future research directions. One direction for future research is reaching a more diverse sample from different companies and from different industries as much as possible. Another direction for future research is to put more emphasis on the transactional leadership subscale. In the current study, fatherliness / motherliness dimension was added to the original transformational leadership dimensions; however the same was not done for the transactional leadership scale. Transactional leadership specifications which are observed in Turkish culture may be found out and added among the original dimensions of the transactional leadership scale which would also increase the number of items.

As another future direction may be to research whether the transformational and transactional leadership scales would correlate negatively with each other when the newly developed TTLS-TR was applied in other samples from different cultures.

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APPENDICES

APPENDIX A: Ön Çalışma Yönergesi ve Soruları
Gönüllü Katılım (Bilgilendirilmiş Onay) Formu

Bu çalışma, ODTÜ / Endüstri ve Örgüt Psikolojisi Yüksek Lisans Programı öğrencisi Seval DÖNMEZ tarafından, Yardımcı Doçent Doktor Yonca TOKER danışmanlığında yürütülmektedir. Çalışmanın amacı, 'dönüşümcü' ve 'etkileşimci' liderlik stillerini ölçebilen bir testin maddelerinin geliştirilmesine katkı sağlayacak bilgiler elde etmektir. Çalışmaya katılım tamamıyla gönüllülük temelinde olmalıdır. Yaklaşık 20 dakika sürecek olan bu mülakat esnasında, sizden kimlik belirleyici hiçbir bilgi istenmeyecek, yöneticiniz ve işyerinizi göz önünde bulundurarak 10 adet soruyu yanıtlamanız istenecektir. Cevaplarınız tamamıyla gizli tutulacak ve sadece araştırmacılar tarafından değerlendirilecektir; elde edilecek bilgiler bilimsel yayınlarda kullanılacaktır.

Anket, genel olarak kişisel rahatsızlık verecek sorular içermemektedir. Ancak, katılım sırasında sorulardan ya da herhangi başka bir nedenden ötürü kendinizi rahatsız hissederseniz cevaplama işini yarıda bırakıp çıkmakta serbestsiniz. Böyle bir durumda görüşmeyi gerçekleştiren kişiye, görüşmeyi sonlandırmak istediğinizi söylemek yeterli olacaktır. Görüşme sonrasında, bu çalışmayla ilgili sorularınız cevaplanacaktır. Bu çalışmaya katıldığınız için şimdiden teşekkür ederiz. Çalışma hakkında daha fazla bilgi almak için Seval DÖNMEZ ile iletişime geçebilirsiniz (E-posta: seval.donmez@metu.edu.tr; Telefon numarası: 0312 267 02 40 / 16 15; Adres: Sincan Organize Sanayi Bölgesi Gazneliler Cd. No: 10 Karel Elektronik A.Ş.)

Bu çalışmaya tamamen gönüllü olarak katılıyorum ve istediğim zaman yarıda kesip çıkabileceğimi biliyorum. Verdiğim bilgilerin bilimsel amaçlı yayımlarda kullanılmasını kabul ediyorum. (Formu doldurup imzaladıktan sonra uygulayıcıya geri veriniz).

Ad Soyad   Tarih   İmza

Yönerge: Merhaba. Birazdan size yanıtlamanız yaklaşık yirmi dakika sürecek olan 10 adet soru yönelteceğim. Lütfen size yöneltilecek olan soruları yanıtlarken işyerinizi ve yöneticinizi göz önünde bulundurarak mümkün olduğunca detaylı davranışsal örnekler veriniz.

1. Bir lider / yönetici çalışanlarına nasıl yaklaşır veya neler yaparsa çalışanlar kendilerini işlerinde özerk hissedebilirler / nasıl yaklaşır veya neler yaparsa hissedemezler?

2. Bir lider / yönetici çalışanlarının kuruma olan bağlılıklarını nasıl artırır?

3. Bir lider / yönetici çalışanlarının öz-yeterlilik algılarını geliştirmek için neler yapmalıdır? Bir lider / yönetici çalışanlarına nasıl davranırsa çalışanları kendilerini yetersiz hissederler?

4. Bir lider / yönetici çalışanlarına nasıl davranırsa çalışanlar yaptıkları işin önemli olduğunu hisseder?

5. Bir lider / yönetici çalışanlarına nasıl davranırsa onlar için bir ilham ve moral kaynağı haline gelir?

6. Bir lider / yönetici çalışanlarına nasıl davranırsa onlarda saygı duyuldukları ve önemsendikleri hissini uyandırır?

7. Bir lider / yönetici nasıl rol modeli haline gelebilir?

8. Bir lider / yönetici çalışanlarının güvenini nasıl kazanır?

9. Çalışanlarının kötü performans göstermesi durumunda iyi bir liderin nasıl davranmasını beklersiniz?

10. Dönüşümcü bir liderin temel özelliği çalışanlarının gelişimini önemsemesidir. Sizce böyle bir lider hangi davranışları sergiler?

Zaman ayırdığınız için teşekkür ederiz.

APPENDIX B: Ön Çalışma İçerik Analizi - Yorum Frekansları

Tablo 1. *Ön Çalışma İçerik Analizi – Yorum Frekansları*

Yorum	Frekans
Çalışanın inisiyatif ve sorumluluk almasını destekleme	18
Çalışanın başarılarını / olumlu özellik ve davranışlarını takdir etme	17
Çalışanın fikirlerine başvurma	16
Çalışana geribildirim sağlama	15
Çalışan için mesleki / kişisel eğitimler planlama	14
Çalışana bir iş verdikten sonra sık sık işin nasıl yapılması gerektiğini / işin son teslim tarihini vb. hatırlatma	12
Çalışanın kişisel hayatındaki problemlerinin farkında olma	12
Çalışana saygı duyma	12
Çalışanın ilgi ve yeteneklerinin farkında olma	11
Tüm çalışanlara adil davranma	9
Çalışanın başarılarını üst yönetime yansıtma	8
Çalışanların özel gün ve organizasyonlarına katılma	8
Çalışanın katkılarını dile getirme	8
Çalışanın nelerle motive olduğunu bilme	7
Çalışanın yeni yollar denemesini teşvik etme	6
Çalışana değerli olduğunu hissettirme	6
Çalışanına güvenme ve bunu sık sık dile getirme	5
Bilgilerini çalışana aktarma	5
Çalışanlar için kaliteli bir çalışma ortamı yaratma	4
Çalışana her koşulda arkasında olacağını hissettirme	2

Merhaba,

Birazdan 'Etkileşimci Liderlik' ve 'Dönüşümcü Liderlik' isimli iki liderlik stili hakkında bilgi edineceksiniz. Etkileşimci liderlik, bu çalışmada iki alt boyut ile dönüşümcü liderlik ise dört alt boyut ile ele alınmıştır.

Sizden istenen, öncelikle Etkileşimci Liderlik başlığı altındaki boyutların açıklamalarını dikkatlice okumanızdır. Daha sonra, tabloda verilen maddeleri inceleyiniz. Okuduğunuz boyut açıklamalarını göz önünde bulundurarak, o maddenin ait olduğunu düşündüğünüz boyut ismindeki ilgili haneye çarpı atınız.

Lütfen aynı işlemi Dönüşümcü Liderlik boyutları ve maddeleri için de yapınız.

Katılımınız ve yardımlarınız için teşekkür ederiz.

Seval DÖNMEZ

* Yanında parantez içerisinde 'ters madde' yazan maddeleri değerlendirirken, cümlede verilen anlamın tam tersini düşününüz ve maddenin ilgili boyuta yerleştirilmesini bu şekilde gerçekleştiriniz.

Etkileşimci Liderlik Boyutları:

- **Şartlı Ödüllendirme / Şartlı Cezalandırma:** Liderin çalışanlarını ödüllendirmesi veya cezalandırması şartlara bağlıdır. Yönetici, çalışanları için bazı performans hedefleri belirler, hedeflerin başarılması için ceza tehditleri kullanır ve çalışanlar bu hedeflere ulaşabildikleri ölçüde ödüllendirilirler. Yönetici genellikle çalışanların içsel motivasyonunu yükseltmeyi hedeflemek yerine dış ödüllerden faydalanır. Çalışanlar hedeflere ulaşamadıklarında ise çeşitli yollardan yaptırıma maruz kalabilirler. Liderle çalışan arasındaki bu ilişki, bir çeşit ticaret ilişkisini andırır.

- **Aktif İstisnai Yönetim:** Yönetici çalışanlarını sürekli gözlemler ve hatalara karşı tetiktedir, onlara hatadan kaçınmaları yönünde uyarılarda bulunur. Yönetici için önemli olan işin tamamlanmasıdır.

MADDE	Şartlı Ödüllendirme / Şartlı Cezalandırma	Aktif İstisnai Yönetim
Yöneticimin beni ödüllendirmesi ancak istediği işi, istediği şekilde tamamlamama bağlıdır.		
Yöneticim, istediği bir işi yapamadığımda bana çeşitli yollarla yaptırım uygular.		
Yöneticimle olan ilişkim bir çeşit ticarete benziyor; ancak verdiğim kadarını alabilirim gibi hissediyorum.		
Bana herhangi bir işi yaptırmak için yöneticimin tehdit kullandığı olur.		
Yöneticim bana herhangi bir işi yaptırmak için YALNIZCA dış ödülleri (ikramiyeler, fazladan tatil günleri gibi) kullanır.		
Yöneticim, olası herhangi bir hatamı tespit etmek ve gerekirse müdahalede bulunmak adına sıklıkla davranışlarımı gözler / kontrol eder.		
Yöneticimle çalışırken, işlerin olması gereken şekilde gitmesini engelleyecek her türlü duruma karşı tetikte olduğunu hissediyorum.		
Yöneticim, bize performans hedefleri koyar ve bizi başarılı olduğumuz ölçüde ödüllendirir.		
Yöneticim için önemli olan hedefin başarılmasıdır, hata yapmadığımız sürece hangi yolu kullandığımız çok önemli değildir.		
Yöneticim için iş hatasız şekilde başarıldığı sürece yeni yollar üretmek önemli değildir.		
Yöneticim bana bir görev verdikten sonra, hata yapmamı önlemek için talimat vermeye devam eder.		

Dönüşümcü Liderlik Boyutları:

- **İlham Verici Motivasyon:** Yönetici pozitiftir, ekibine olan güvenini ve başaracaklarına olan inancını vurgular. Onları yüreklendirir. Çalışanlarını motive ederken genellikle dış ödülleri kullanmak yerine onların içsel motivasyonunu yükseltmeyi hedefler. Çalışanlarına yaptıkları işin kurum için olan önemini hatırlatır.

- **Düşünsel Uyarım:** Yönetici, çalışanlarının varsayılanı sorgulamasını ve yaratıcılığını destekler. Sorunlara yeni pencerelerden bakmalarını teşvik eder. Çalışanlarının kendisinden farklı düşündüğü durumlarda onları direkt eleştirmek yerine anlamaya çalışır.

- **Bireyselleştirilmiş Önem:** Yönetici, çalışanlarını birebir tanır, her birinin yetenek ve motivasyonunu tespit eder. Bu bilgileri, çalışanları arasında iş bölümü yaparken kullanır. Onlara yeteneklerini geliştirme imkânı sunan işler verir. Çalışanlarının inisiyatif almasını destekler, bir işin sorumluluğunu onlara devredebilir. Bilgi ve tecrübesini onlarla paylaşır.

- **Babacanlık:** Yönetici, yöneticilik vasfının haricinde çalışanlarına bir ebeveyn gibi yaklaşır ve onları önemser. Çalışmaları ile uyandırdığı saygının haricinde, kişisel özellikleri ile de bir rol modeli olarak görülür. Çalışanlarına saygı duyar, onların iş dışındaki hayatları ve problemleriyle de ilgilenir. Çalışan, gerektiğinde yöneticisiyle özel hayatı hakkında konuşabileceğini, yöneticisinin isterse özel organizasyonlarına katılım sağlayabileceğini bilir.

MADDE	B. Önem	İ. Verici Motivasyon	D. Uyarım	Baba-canlık
Yöneticim beni bir görev için motive etmeye çalışırken, görevle ilgili içsel motivasyonumu yükseltmeye çabalar.				
Yöneticim beni / diğer takım arkadaşlarımı birebir tanır; işle ilgili kişisel ilgi / ihtiyaçlarımızı ve her birimizi nasıl motive edeceğini bilir.				
Yöneticimin beni önemsediğini ve bana değer verdiğini hissediyorum.				
Yeni bir iş yapılacağı zaman yöneticim, bana ve takım arkadaşlarıma olumlu özelliklerimizi ve yeteneklerimizi hatırlatarak yapabileceklerimiz / başarabileceklerimiz konusunda bizi heyecanlandırır.				
Yöneticim bize önemli sorumluluklar vererek ekibimize olan güvenini gösterir.				
Yöneticim beni varsayılanı sorgulamaya, yeni çözüm yolları üretmeye teşvik eder; yaratıcılığımı destekler.				
Yöneticim ekip içinde görev dağılımını yaparken, kişisel ilgilerimizi ve yeteneklerimizi de göz önünde bulundurur.				
Yöneticim inisiyatif almamı destekler.				
Yöneticim, kendisinden farklı düşündüğüm durumlarda, fikirlerimi değiştirmeye ve bana kendi fikirlerini empoze etmeye çalışır. (ters madde)*				
Yöneticim katkılarımı takdir etmekle kalmaz, çalışmalarımın üst yönetim tarafından da fark edilmesini sağlamaya çabalar.				
Yöneticim, işlerin planlanması ve yürütülmesinde çalışanlarının fikirlerine başvurur.				

MADDE	B. Önem	İ. Verici Motivasyon	D. Uyarım	Baba-canlık
Yöneticim, bizi alandaki yenilikleri takip etmemiz için teşvik eder.				
Yöneticim, eksik veya gelişime açık yönlerim için eğitimler planlar.				
Yöneticim bana onun da benden öğrenebilecekleri olduğunu hissettirir.				
Yöneticim hem mesleki hem kişisel gelişimim için çeşitli seminerlere katılımımı destekler.				
Yöneticim, bana yaptığım işin değerli ve işe yarar olduğunu hissettirir.				
Yöneticim beğendiği fikirlerimi takdir etmekle kalmaz, onları uygulamaya geçirmemi de teşvik eder.				
Yöneticim, yaptıklarımın kısa veya uzun vadede firmaya sağlayacağı katkılar konusunda beni bilgilendirir.				
İstersem yöneticimle iş dışı konularda da konuşabileceğimi hissediyorum / konuşabiliyorum.				
Yöneticim, iş süreçleriyle ilgili tüm bildiklerini bana aktarmaya çabalar.				
Yöneticim, düşüncelerimi özgürce ifade edebilmem için beni teşvik eder.				
Yöneticim, davet etmem halinde özel hayatımdaki önemli sosyal etkinliklerime katılır (düğün, doğum günü vb.)				

MADDE	Şartlı Ödüllendirme / Şartlı Cezalandırma	Aktif İstisnai Yönetim
Yöneticimin beni ödüllendirmesi ancak istediği işi, istediği şekilde tamamlamama bağlıdır.	11	1
Yöneticim, istediği bir işi yapamadığımda bana çeşitli yollarla yaptırım uygular.	12	
Yöneticimle olan ilişkim bir çeşit ticarete benziyor; ancak verdiğim kadarını alabilirim gibi hissediyorum.	11	1
Bana herhangi bir işi yaptırmak için yöneticimin tehdit kullandığı olur.	11	1
Yöneticim bana herhangi bir işi yaptırmak için YALNIZCA dış ödülleri (ikramiyeler, fazladan tatil günleri gibi) kullanır.	12	
Yöneticim, olası herhangi bir hatamı tespit etmek ve gerekirse müdahalede bulunmak adına sıklıkla davranışlarımı gözler / kontrol eder.		12
Yöneticimle çalışırken, işlerin olması gereken şekilde gitmesini engelleyecek her türlü duruma karşı tetikte olduğunu hissediyorum.		12
Yöneticim, bize performans hedefleri koyar ve bizi başarılı olduğumuz ölçüde ödüllendirir.	11	1
Yöneticim için önemli olan hedefin başarılmasıdır, hata yapmadığımız sürece hangi yolu kullandığımız çok önemli değildir.	4	8
Yöneticim için iş hatasız şekilde başarıldığı sürece yeni yollar üretmek önemli değildir.	2	9
Yöneticim bana bir görev verdikten sonra, hata yapmamı önlemek için talimat vermeye devam eder.		12

MADDE	B. Önem	İ. Verici Motivasyon	D. Uyarım	Baba-canlık
Yöneticim beni bir görev için motive etmeye çalışırken, görevle ilgili içsel motivasyonumu yükseltmeye çabalar.		12		
Yöneticim beni / diğer takım arkadaşlarımı birebir tanır; işle ilgili kişisel ilgi / ihtiyaçlarımızı ve her birimizi nasıl motive edeceğini bilir.	9			3
Yöneticimin beni önemsediğini ve bana değer verdiğini hissediyorum.	4	1		6
Yeni bir iş yapılacağı zaman yöneticim, bana ve takım arkadaşlarıma olumlu özelliklerimizi ve yeteneklerimizi hatırlatarak yapabileceklerimiz / başarabileceklerimiz konusunda bizi heyecanlandırır.	3	8	1	
Yöneticim bize önemli sorumluluklar vererek ekibimize olan güvenini gösterir.	6	4	2	
Yöneticim beni varsayılanı sorgulamaya, yeni çözüm yolları üretmeye teşvik eder; yaratıcılığımı destekler.			12	
Yöneticim ekip içinde görev dağılımını yaparken, kişisel ilgilerimizi ve yeteneklerimizi de göz önünde bulundurur.	11		1	
Yöneticim inisiyatif almamı destekler.	10		2	

MADDE	B. Önem	İ. Verici Motivasyon	D. Uyarım	Baba-canlık
Yöneticim, kendisinden farklı düşündüğüm durumlarda, fikirlerimi değiştirmeye ve bana kendi fikirlerini empoze etmeye çalışır. (ters madde)*			12	
Yöneticim katkılarımı takdir etmekle kalmaz, çalışmalarımın üst yönetim tarafından da fark edilmesini sağlamaya çabalar.		8		4
Yöneticim, işlerin planlanması ve yürütülmesinde çalışanlarının fikirlerine başvurur.	2	1	9	
Yöneticim, bizi alandaki yenilikleri takip etmemiz için teşvik eder.	1	1	9	
Yöneticim, eksik veya gelişime açık yönlerim için eğitimler planlar.	11		1	
Yöneticim bana onun da benden öğrenebilecekleri olduğunu hissettirir.	1	1	9	
Yöneticim hem mesleki hem kişisel gelişimim için çeşitli seminerlere katılımımı destekler.	8		2	2
Yöneticim, bana yaptığım işin değerli ve işe yarar olduğunu hissettirir.	2	9	1	
Yöneticim beğendiği fikirlerimi takdir etmekle kalmaz, onları uygulamaya geçirmemi de teşvik eder.	2	8	2	

MADDE	B. Önem	İ. Verici Motivasyon	D. Uyarım	Baba-canlık
Yöneticim, yaptıklarımın kısa veya uzun vadede firmaya sağlayacağı katkılar konusunda beni bilgilendirir.	2	10		
İstersem yöneticimle iş dışı konularda da konuşabileceğimi hissediyorum / konuşabiliyorum.				12
Yöneticim, iş süreçleriyle ilgili tüm bildiklerini bana aktarmaya çabalar.	8		2	1
Yöneticim, düşüncelerimi özgürce ifade edebilmem için beni teşvik eder.		1	11	
Yöneticim, davet etmem halinde özel hayatımdaki önemli sosyal etkinliklerime katılır (düğün, doğum günü vb.)				12

Tablo 2. Faktör Yükleri ve Ortak Varyanslar

Madde	F1	F2	h^2
Yöneticim beni bir görev için motive etmeye çalışırken, görevle ilgili içsel motivasyonumu yükseltmeye çabalar.	.843		.69
Yöneticim, benim ve diğer takım arkadaşlarımın yetkinliklerimizi, işle igili kişisel ilgi / ihtiyaçlarımızı ve her birimizi nasıl motive edeceğini bilir.	.838		69
Yöneticim, bana yaptığım işin değerli ve işe yarar olduğunu hissettirir.	.827		.67
Yöneticim, işleri planlar ve yürütürken bizi de fikir üretmemiz için teşvik eder ve önerilerimizi dinler.	.821		.70
Yöneticim sayesinde işyerinde kendimi aile ortamında gibi hissediyorum.	.810		.67
Yöneticim, yaptıklarımın kısa veya uzun vadede firmaya sağlayacağı katkılar konusunda beni bilgilendirir.	.802		.64
Yöneticim beğendiği fikirlerimi takdir etmekle kalmaz, onları uygulamaya geçirmemi de teşvik eder.	.794		.63
Yöneticim hem iş yapış tarzı hem de kişisel özellikleri ve iletişim becerisiyle bize iyi bir örnek teşkil eder.	.792		.62
Yöneticim, düşüncelerimi özgürce ifade edebilmem için beni teşvik eder.	.791		.71
Yöneticim beni varsayılanı sorgulamaya, yeni çözüm yolları üretmeye teşvik eder; yaratıcılığımı destekler.	.779		.60
Yöneticim, bizi alandaki yenilikleri takip etmemiz için teşvik eder.	.776		.59
Yeni bir iş yapılacağı zaman yöneticim, bana ve takım arkadaşlarıma olumlu özelliklerimizi ve yeteneklerimizi hatırlatarak yapabileceklerimiz / başarabileceklerimiz konusunda bizi heyecanlandırır.	.755		.56
Yöneticim iş süreçleriyle ilgili tüm bildiklerini bana aktarmaya çabalar.	.751		.56
Yöneticim, eksik veya gelişime açık yönlerim için eğitimler planlar.	.732		.53
Yöneticim bana onun da benden öğrenebilecekleri olduğunu hissettirir.	.724		.53
Yöneticimin beni bir çalışan olmanın dışında bir insan olarak da önemsediğini hissediyorum.	.709		.62
Yöneticim ekip içinde görev dağılımını yaparken, kişisel ilgilerimizi ve yeteneklerimizi de göz önünde bulundurur.	.705		.49
Yöneticim, bize performans hedefleri koyar ve bizi başarılı olduğumuz ölçüde ödüllendirir.	.678	.333	.50
Yöneticim, mesai saatlerimin bir bölümünü, aklımdaki yeni projeler üzerinde çalışmam için kullanmama müsaade eder.	.676		.45
İhtiyaç duyduğumda yöneticimin iş dışı özel problemlerim için bana yardım edeceğini bilirim.	.658		.53

Tablo 2. Faktör Yükleri ve Ortak Varyanslar (Devamı)

Madde	F1	F2	h^2
Yöneticim hem mesleki hem kişisel gelişimim için çeşitli seminerlere katılımımı destekler.	.642		.41
İstersem yöneticimle iş dışı konularda da konuşabileceğimi hissediyorum / konuşabiliyorum.	.629	-.325	.57
Yöneticim bana saygılı davranır.	.573	-.363	.53
Yöneticim, davet etmem halinde özel hayatımdaki önemli sosyal etkinliklerime katılır (düğün, doğum günü vb.)	.534		.36
Yöneticim inisiyatif almamı destekler.	.525		.37
Yöneticim gerektiğinde bize önemli sorumluluklar verir.	.467		.29
Yöneticimle çalışırken, işlerin olması gereken şekilde gitmesini engelleyecek her türlü duruma karşı tetikte olduğunu hissediyorum.	.423	.314	.23
Yöneticim, kendisinden farklı düşündüğüm durumlarda, fikirlerimi değiştirmeye ve bana kendi fikirlerini empoze etmeye çalışır.	.370		.22
Yöneticim, olası herhangi bir hatamı tespit etmek ve gerekirse müdahalede bulunmak adına sıklıkla davranışlarımı gözler / kontrol eder.		.555	.30
Bana herhangi bir işi yaptırmak için yöneticimin tehdit kullandığı olur.	-.392	.500	.47
Yöneticim, istediği bir işi yapamadığımda bana çeşitli yollarla yaptırım uygular.		.465	.28
Yöneticim bana bir görev verdikten sonra, hata yapmamı önlemek için talimat vermeye devam eder.		.391	.15
Yöneticimin beni ödüllendirmesi ancak istediği işi, istediği şekilde tamamlamama bağlıdır.		.386	.18
Yöneticimle olan ilişkim bir çeşit ticarete benziyor; ancak verdiğim kadarını alabilirim gibi hissediyorum.	-.440	.365	.38
Yöneticim için iş hatasız şekilde başarıldığı sürece yeni yollar üretmek önemli değildir.			.09
Yöneticim bana herhangi bir işi yaptırmak için YALNIZCA dış ödülleri (ikramiyeler, fazladan tatil günleri gibi) kullanır.			.09
Yöneticim için önemli olan hedefin başarılmasıdır, hata yapmadığımız sürece hangi yolu kullandığımız çok önemli değildir.			.01

Notlar. F1: Dönüşümcü Liderlik, F2: Etkileşimci Liderlik, h^2: Ortak varyans tahminleri

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Demografik Bilgiler Anketi

Lütfen aşağıda yer alan bilgileri doldurunuz.

1. Cinsiyetiniz: Kadın   Erkek

2. Yaşınız: _____

3. Lider / Yönetici pozisyonunda çalıştığınız süre: _____

4. Toplam çalışma süreniz: _____

5. Şu anda çalıştığınız sektör: _____

Teşekkür ederiz. Şimdi diğer anketleri doldurabilirsiniz.

APPENDIX G: Demografik Bilgiler Anketi – Çalışan Versiyonu

Demografik Bilgiler Anketi

Lütfen aşağıda yer alan bilgileri doldurunuz.

1. Cinsiyetiniz: Kadın   Erkek

2. Yaşınız: _____

3. Şu andaki lideriniz/yöneticinizle çalıştığınız süre: _____

4. Toplam çalışma süreniz: _____

5. Şu anda çalıştığınız sektör: _____

6. Size bağlı çalışan personel var mı?   Evet   Hayır

Teşekkür ederiz. Şimdi diğer anketleri doldurabilirsiniz.

APPENDIX H: Minnesota İş Doyumu Ölçeği – Kısa Versiyon

Aşağıda mesleğinizin çeşitli yönleri ile ilgili cümleler bulunmaktadır. Her cümleyi dikkatle okuyunuz. Mesleğinizden, o cümlede belirtilen yönüyle ilgili ne derece memnun olduğunuzu, ilgili kutucuktaki size uygun olan rakamı yuvarlak içine alarak belirtiniz. Her ifadeyi değerlendirirken, 'Bu yönden işimden ne derece memnunum?' diye kendinize sorunuz.

1'in anlamı: Hiç memnun değilim.
2'nin anlamı: Memnun değilim.
3'ün anlamı: Kararsızım.
4'ün anlamı: Memnunum.
5'in anlamı: Çok memnunum.

MESLEĞİMDEN;	Hiç memnun değilim	Memnun değilim	Kararsızım	Memnunum	Çok memnunum
1. Beni her zaman meşgul edebilmesi bakımından	1	2	3	4	5
2. Bağımsız çalışma imkânı tanıması bakımından	1	2	3	4	5
3. Ara sıra değişik şeyler yapabilme imkânı tanıması bakımından	1	2	3	4	5
4. Bana toplumda 'saygın bir kişi' olma şansı vermesi bakımından	1	2	3	4	5
5. Yöneticimin, beni ve çalışma arkadaşlarımı iyi yönetmesi bakımından	1	2	3	4	5
6. Yöneticimin karar verme yeteneği bakımından	1	2	3	4	5
7. Vicdanıma ters düşecek şeyler yapmamı gerektirmemesi bakımından	1	2	3	4	5
8. Bana garantili bir gelecek sağlaması bakımından	1	2	3	4	5

	Hiç memnun değilim	Memnun değilim	Kararsızım	Memnunum	Çok memnunum
9. Başkaları için bir şeyler yapma şansı tanıması bakımından	1	2	3	4	5
10. Bana kişileri yönlendirmek için fırsat vermesi bakımından	1	2	3	4	5
11. Yeteneklerimi kullanarak bir şeyler yapabilme şansı vermesi bakımından	1	2	3	4	5
12. İşimle ilgili alınan kararların uygulamaya konması bakımından	1	2	3	4	5
13. Yaptığım iş karşılığında aldığım ücret bakımından	1	2	3	4	5
14. Terfi imkânının olması bakımından	1	2	3	4	5
15. Kendi fikir/kanaatlerimi rahatça kullanma imkânı vermesi bakımından	1	2	3	4	5
16. Mesleğimi yaparken kendi yöntemlerimi kullanabilme imkânı bakımından	1	2	3	4	5
17. Çalışma şartları bakımından	1	2	3	4	5
18. Çalışma arkadaşlarımın benimle ve birbirleriyle iyi anlaşmaları bakımından	1	2	3	4	5
19. Yaptığım iş karşılığında takdir edilmem bakımından	1	2	3	4	5
20. Yaptığım iş karşılığında duyduğum başarı hissi bakımından	1	2	3	4	5

Lütfen kontrol ediniz: Bütün ifadeler için bir rakamı işaretlediniz mi?

APPENDIX I: Beş Faktör Kişilik Envanteri

Aşağıda sizi kısmen tanımlayan (ya da pek tanımlayamayan) bir takım özellikler sunulmaktadır. Örneğin, başkaları ile zaman geçirmekten hoşlanan birisi olduğunuzu düşünüyor musunuz? Lütfen aşağıda verilen özelliklerin sizi ne oranda yansıttığını ya da yansıtmadığını belirtmek için sizi en iyi tanımlayan rakamı her bir özelliğin **soluna** yazınız.

1 = **Kesinlikle katılmıyorum**
2 = **Katılmıyorum**
3 = **Ne katılıyorum ne katılmıyorum (Kararsızım)**
4 = **Katılıyorum**
5 = **Kesinlikle katılıyorum**

'Kendimi .... biri olarak görüyorum.'

	1.Konuşkan		23. Tembel olma eğiliminde olan
	2.Başkalarında hata arayan		24. Duygusal olarak dengeli, kolayca keyfi kaçmayan
	3. İşini tam yapan		25. Keşfeden, icat eden
	4. Bunalımlı, melankolik		26. Atılgan bir kişiliğe sahip olan
	5. Orijinal, yeni görüşler ortaya koyan		27. Soğuk ve mesafeli olabilen
	6. Ketum / vakur		28. Görevi tamamlanıncaya kadar sebat edebilen
	7. Yardımsever olan ve çıkarcı		29. Dakikası dakikasına uymayan
	8. Biraz umursamaz		30. Sanata ve estetik değerlere önem
	9. Rahat, stresle kolay baş eden		31. Bazen utangaç, çekingen olan
	10. Çok değişik konuları merak eden		32. Hemen hemen herkese karşı saygılı ve nazik olan
	11. Enerji dolu		33. İşleri verimli yapan
	12. Başkalarıyla sürekli didişen		34. Gergin ortamlarda sakin kalabilen
	13. Güvenilir bir çalışan		35. Rutin işleri yapmayı tercih eden
	14. Gergin olabilen		36. Sosyal, girişken
	15. Maharetli, derin düşünen		37. Bazen başkalarına kaba
	16. Heyecan yaratabilen		38. Planlar yapan ve bunları takip eden
	17. Affedici bir yapıya sahip olan		39. Kolayca sinirlenen

	18. Dağınık olma eğiliminde olan		40. Düşünmeyi seven, fikirler geliştirebilen
	19. Çok endişelenen		41. Sanata ilgisi çok az olan
	20. Hayal gücü yüksek olan		42. Başkalarıyla işbirliği yapmayı
	21. Sessiz bir yapıda olan		43. Kolaylıkla dikkati dağılan
	22. Genellikle başkalarına güvenen		44. Sanat, müzik ve edebiyatta çok bilgili olan

Lütfen kontrol ediniz: Bütün ifadelerin önüne bir rakam yazdınız mı?

Birazdan okuyacağınız ifadeler, işyerinizde deneyimlediğiniz bazı hislerle ilgilidir. Lütfen cümleleri dikkatlice okuyarak söz konusu ifadeye ne ölçüde katıldığınızı, ilgili kutucuktaki rakamlardan size uygun olanı yuvarlak içine alarak belirtiniz. Rakamların anlamları şu şekildedir:

1 = Kesinlikle katılmıyorum
2 = Katılmıyorum
3 = Ne katılıyorum ne katılmıyorum (Kararsızım)
4 = Katılıyorum
5 = Kesinlikle katılıyorum

	Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
1. Kendimi işyerimdeki kişilere çok da yakın hissetmiyorum.	1	2	3	4	5
2. İşyerimde, bir grubun parçası olduğumu hissedebiliyorum.	1	2	3	4	5
3. İşyerimdeki insanlarla gerçek anlamda kaynaştığım söylenemez.	1	2	3	4	5
4. İşyerimde, benim için gerçekten önemli olan konular hakkında insanlarla konuşabiliyorum.	1	2	3	4	5
5. İş arkadaşlarımlayken sık sık kendimi yalnız hissediyorum.	1	2	3	4	5
6. Birlikte çalıştığım kişilerden bazıları yakın arkadaşımdır.	1	2	3	4	5
7. İşimdeki görevlerime tam anlamıyla hakimim.	1	2	3	4	5
8. İşimde yeterli olduğumu hissediyorum.	1	2	3	4	5
9. İşimi hakkıyla yerine getirebildiğimden emin değilim.	1	2	3	4	5
10. İşimde yaptığım şeylerde iyiyim.	1	2	3	4	5
11. İşimde en zor görevleri bile başarabileceğimi hissediyorum.	1	2	3	4	5

	Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
12. İşimde kendim olabildiğimi hissediyorum.	1	2	3	4	5
13. İşte, sık sık başka insanların emirlerine uymak zorunda olduğumu hissediyorum.	1	2	3	4	5
14. Seçme şansım olsaydı, işlerimi daha farklı yapardım.	1	2	3	4	5
15. İşyerimde yapmak zorunda olduğum işler, gerçekten yapmayı istediğim işlerle uyumlu ve	1	2	3	4	5
16. İşimi, en iyi nasıl yapılacağına inanıyorsam o şekilde yapmakta özgür olduğumu hissediyorum.	1	2	3	4	5
17. İşimde, yapmak istemediğim şeyleri yapmaya zorlandığımı hissediyorum.	1	2	3	4	5

Lütfen kontrol ediniz: Bütün ifadeler için bir rakamı işaretlediniz mi?

APPENDIX K: Duygusal Örgütsel Bağlılık Ölçeği

Birazdan okuyacağınız ifadeler, işyerinize karşı olan hislerinizle ilgilidir. Lütfen cümleleri dikkatlice okuyarak söz konusu ifadeye ne ölçüde katıldığınızı, ilgili kutucuktaki size uygun olan rakamı yuvarlak içine alarak belirtiniz. Rakamların anlamları şu şekildedir:

1 = Kesinlikle katılmıyorum
2 = Katılmıyorum
3 = Ne katılıyorum ne katılmıyorum (Kararsızım)
4 = Katılıyorum
5 = Kesinlikle katılıyorum

	Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
1. Bu işletmenin sorunlarını kendi sorunlarım gibi hissediyorum.	1	2	3	4	5
2. Bu işletmeye karşı güçlü bir ait olma hissim var.	1	2	3	4	5
3. Bu işletmeye kendimi duygusal olarak bağlı hissediyorum.	1	2	3	4	5
4. Bu işletmenin benim için çok özel bir anlamı var.	1	2	3	4	5
5. Kendimi bu işletmede ailenin bir parçası gibi hissediyorum.	1	2	3	4	5
6. Bu işletmedeki işimi kendi özel işim gibi hissediyorum.	1	2	3	4	5
7. Bu işletmenin bir çalışanı olmanın gurur verici olduğunu düşünüyorum.	1	2	3	4	5
8. Bu işletmenin amaçlarını benimsiyorum.	1	2	3	4	5

Lütfen kontrol ediniz: Bütün ifadeler için bir rakamı işaretlediniz mi?

APPENDIX L: Dönüşümcü ve Etkileşimci Liderlik Ölçeği

Birazdan okuyacağınız ifadeler, yöneticinizin çeşitli yönleriyle ilgilidir. Lütfen cümleleri dikkatlice okuyarak söz konusu ifadeye ne ölçüde katıldığınızı, ilgili kutucuktaki size uygun olan rakamı yuvarlak içine alarak belirtiniz. Rakamların anlamları şu şekildedir:

1 = Kesinlikle katılmıyorum
2 = Katılmıyorum
3 = Ne katılıyorum ne katılmıyorum (Kararsızım)
4 = Katılıyorum
5 = Kesinlikle katılıyorum

	Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
1. Yöneticimin beni ödüllendirmesi ancak istediği işi, istediği şekilde tamamlamama bağlıdır.	1	2	3	4	5
2. Yöneticim, olası herhangi bir hatamı tespit etmek ve gerekirse müdahalede bulunmak adına sıklıkla	1	2	3	4	5
3. Yöneticim, yaptıklarımın kısa veya uzun vadede firmaya sağlayacağı katkılar konusunda beni	1	2	3	4	5
4. Bana herhangi bir işi yaptırmak için yöneticimin tehdit kullandığı olur.	1	2	3	4	5
5. Yeni bir iş yapılacağı zaman yöneticim, bana ve takım arkadaşlarıma olumlu özelliklerimizi ve yeteneklerimizi hatırlatarak yapabileceklerimiz /	1	2	3	4	5
6. Yöneticim, bizi alandaki yenilikleri takip etmemiz	1	2	3	4	5
7. Yöneticim, istediği bir işi yapamadığımda bana çeşitli yollarla yaptırım uygular.	1	2	3	4	5
8. Yöneticim, benim ve diğer takım arkadaşlarımın yetkinliklerimizi, işle ilgili kişisel ilgi / ihtiyaçlarımızı	1	2	3	4	5
9. Yöneticimin beni bir çalışan olmanın dışında bir insan olarak da önemsediğini hissediyorum.	1	2	3	4	5
10. Yöneticim gerektiğinde bize önemli sorumluluklar verir.	1	2	3	4	5
11. Yöneticim beni varsayılanı sorgulamaya, yeni çözüm yolları üretmeye teşvik eder; yaratıcılığımı	1	2	3	4	5

	Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
12. Yöneticim ekip içinde görev dağılımını yaparken, kişisel ilgilerimizi ve yeteneklerimizi de göz önünde	1	2	3	4	5
13. Yöneticim bana bir görev verdikten sonra, hata yapmamı önlemek için talimat vermeye devam eder.	1	2	3	4	5
14. Yöneticimle olan ilişkim bir çeşit ticarete benziyor; ancak verdiğim kadarını alabilirim gibi	1	2	3	4	5
15. Yöneticim inisiyatif almamı destekler.	1	2	3	4	5
16. Yöneticim, kendisinden farklı düşündüğüm durumlarda, fikirlerimi değiştirmeye ve bana kendi	1	2	3	4	5
17. Yöneticim hem iş yapış tarzı hem de kişisel özellikleri ve iletişim becerisiyle bize iyi bir Örnek	1	2	3	4	5
18. İhtiyaç duyduğumda yöneticimin, iş dışı özel problemlerim için bana yardım edeceğini bilirim.	1	2	3	4	5
19. Yöneticim beni bir görev için motive etmeye çalışırken, görevle ilgili içsel motivasyonumu	1	2	3	4	5
20. Yöneticim, eksik veya gelişime açık yönlerim için eğitimler planlar.	1	2	3	4	5
21. Yöneticim bana onun da benden öğrenebilecekleri olduğunu hissettirir.	1	2	3	4	5
22. Yöneticim hem mesleki hem kişisel gelişimim için çeşitli seminerlere katılımımı destekler.	1	2	3	4	5
23. Yöneticim, bana yaptığım işin değerli ve işe yarar olduğunu hissettirir.	1	2	3	4	5
24. Yöneticim beğendiği fikirlerimi takdir etmekle kalmaz, onları uygulamaya geçirmemi de teşvik eder.	1	2	3	4	5
25. İstersem yöneticimle iş dışı konularda da konuşabileceğimi hissediyorum / konuşabiliyorum.	1	2	3	4	5
26. Yöneticim, iş süreçleriyle ilgili tüm bildiklerini bana aktarmaya çalışır.	1	2	3	4	5
27. Yöneticim, düşüncelerimi özgürce ifade edebilmem için destekler.	1	2	3	4	5
28. Yöneticim, davet etmem halinde özel hayatımdaki önemli sosyal etkinliklerime katılır (düğün, doğum	1	2	3	4	5

	Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
29. Yöneticim sayesinde işyerinde kendimi aile ortamında gibi hissediyorum.	1	2	3	4	5
30. Yöneticim, işleri planlar ve yürütürken sbizi de fikir üretmemiz için teşvik eder ve önerilerimizi	1	2	3	4	5
31. Yöneticim, mesai saatlerimin bir bölümünü, aklımdaki yeni projeler üzerinde çalışmam için	1	2	3	4	5
32. Yöneticim bana saygılı davranır.	1	2	3	4	5

Lütfen kontrol ediniz: Bütün ifadeler için bir rakamı işaretlediniz mi?

APPENDIX M: Çok Faktörlü Liderlik Ölçeği (MLQ) Kullanım Lisansı

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Multifactor Leadership Questionnaire

Instrument (Leader and Rater Form)

**and Scoring
Guide**

**(Form 5X-
Short)**

**English and Turkish
versions**

by Bruce Avolio and Bernard Bass

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TÜRKÇE ÖZET

1. GİRİŞ

Günümüz iş dünyasının temel hedeflerinden birisi; işverenin elde ettiği fayda düzeyini maksimum seviyeye taşırken aynı zamanda mutlu çalışanlar ortaya çıkarmaktır ve iyi bir liderlik anlayışı bu hedeflere ulaşılmasında kritik rol oynar. Liderlik, insanları ortak bir amaç doğrultusunda motive edebilme becerisidir ve amaç odaklı bir girişim olup (Bennis & Nannus, 1985) bir kişinin diğer insanların tutum, düşünce ve davranışlarını etkileme sürecidir (Mills, 2005, s. 11).

Bir liderin etkililiği; liderin kişisel özellikleri, bazı çevresel koşullar ya da uygulanan liderlik stili gibi pek çok faktöre bağlıdır. Kişiler birbirlerinden bireysel özellikleri bakımından ayrıştıkları gibi, liderliği uygulama biçimleri açısından da ayrışırlar, ki bu da liderliğin etkililik düzeyini farklılaştırır. Fiedler'in (1967) 'Liderliğin Etkililiğinde Koşulluluk Modeli'ne göre; liderin etkililiği, uygulanan liderlik stili ile bağlam arasındaki uyuşmaya bağlıdır. Bu çalışmada, dönüşümcü ve etkileşimci liderlik stillerini ölçebilen bir test geliştirilmesi amaçlanmış ve literatürle uyumlu olarak dönüşümcü liderliğin, etkileşimci liderliğe kıyasla pek çok açıdan – özellikle de çalışanların olumlu iş tutumları geliştirmeleri konusunda - daha etkili olduğu ileri sürülmüştür. Çünkü günümüz dünyasında ve Türkiye'de, daha ilişki odaklı, babacan ve daha dönüşümcü niteliklere sahip liderler çalışanlarca daha çok tercih edilmektedir.

1.1. Dönüşümcü Liderlik

Bass'a (1990) göre, dönüşümcü liderliğin 4 boyutu vardır: Karizma, ilham verici motivasyon, düşünsel uyarım ve bireyselleştirilmiş önem.

Bass ve Avolio (2004) tarafından *karizma*; liderin güçlü bir duruş sergilemesi, başkalarının saygısını kazanması ve güçlü bir amaç duygusuna sahip olması şeklinde tanımlanmıştır. Karizmatik bir liderin çalışanları, o liderle çalıştıkları için gurur duyarlar. Ancak bu çalışmada; karizma boyutuna, dönüşümcü liderlik boyutları

arasında yer verilmemiştir çünkü liderin karizmatikliği, davranışsal olmaktan ziyade çalışanların algısıdır ve bu algı dönüşümcü liderin diğer özelliklerinin bir sonucudur.

İlham verici motivasyon özelliğine sahip olan dönüşümcü liderler, neşeli ve iyimserdir, çalışanlarının olumlu özelliklere odaklanmasını sağlamaya çalışır, takım çalışmasını önemser (Simic, 1998) ve çalışanlarına olan güvenini ve başaracaklarına dair inancını ifade ederler (Bass, 1985).

Bass ve Avolio'ya (2004) göre *düşünsel uyarım* özelliğine sahip liderler, çalışanlarını varsayılanı sorgulamaya, sorunları yeniden değerlendirmeye ve yaratıcı olmaya teşvik ederler. Bu tarz bir lider, çalışanlarının kendisinden farklı düşündüğü durumlarda onları eleştirmez ve onların fikirlerini değiştirmeye çalışmaz.

Son olarak; *bireyselleştirilmiş önem* özelliğine sahip olan dönüşümcü liderler, çalışanlarını bireysel olarak tanır, her bir çalışanını nasıl motive edeceğini bilir ve grup içerisindeki görev dağılımını yaparken çalışanlarının bireysel farklılıklarını göz önünde bulundurur (Bass & Avolio, 2004).

Dönüşümcü liderliğin yukarıda belirtilen boyutlarına ek olarak, bu çalışmada 'babacanlık' boyutu da dönüşümcü liderlik boyutları arasında ele alınmıştır çünkü çalışmanın amacı, geliştirilmesi hedeflenen liderlik ölçeğini Türk kültürüne uygun bir şekilde geliştirmektir. Literatüre göre, Türk kültüründe önemsenen liderlik özellikleri arasında 'babacanlık' zaten yer almaktadır ve bu çalışma kapsamında yürütülen mülakatlar sonucunda da bu özelliklerin varlığı doğrulanmıştır. Babacan lider, çalışanlarına bir yönetici gibi davranmanın yanısıra bir ebeveyn gibi de davranır ve çalışanlarının özel hayatlarına saygı duyar, gerektiğinde çalışanlarının iş dışı problemlerini paylaşır, onlara destek verir ve çalışanlarının düğün, doğum günü gibi özel etkinliklerine katılım gösterir.

Özetle; dönüşümcü liderlik bu çalışmada şu boyutları kapsayacak şekilde çalışılmıştır: İlham verici motivasyon, düşünsel uyarım, bireyselleştirilmiş önem ve babacanlık.

Dönüşümcü liderliğin Büyük Beşli kişilik faktörleri ile ilişkisine bakıldığında; nevrotiklik ile negatif yönde (r = -.13), dışadönüklük (r = .17) ile ise pozitif yönde bir ilişkisi olduğu görülmüştür (Bono & Judge, 2004). Duehr de (2006) yüksek lisans tezi çalışmasında benzer sonuçlar elde etmiş ve dönüşümcü liderlik ile

nevrotiklik arasında negatif yönde (r = -.12), dönüşümcü liderlik ile dışadönüklük (r = .24) arasında ise pozitif yönde bir ilişki bulmuştur.

Dönüşümcü liderliğin literatürdeki çeşitli değişkenlerle olan ilişkisine bakıldığında şu ilişkiler öne çıkmaktadır: Rowold'a (2008) göre, dönüşümcü liderlik, çalışanların ekstra çaba göstermesi ile (β = .74), etkilikleri ile (β = .82), yöneticilerinden duydukları memnuniyet ile (β = .78) ve iş doyumları ile (β = .53) ilintilidir. Walumbwa, Wang, Lawler ve Shi (2004); dönüşümcü liderlik ile örgütsel bağlılık (β = .36), yöneticiden duyulan memnuniyet (β = .67) ve genel olarak işten duyulan memnuniyet (β = .40) arasında ilişkiler saptarken, Kovjanic, Schuh, Jonas, Van Quaquebeke ve Van Dick (2012), dönüşümcü liderliğin çalışanların özerklik (r = .69), yeterlilik (r = .51) ve ilişkisellik (r = .78) gibi işle alakalı temel psikolojik ihtiyaçlarının doyumu ile pozitif ilişki içerisinde olduğunu göstermiştir.

1.2. Etkileşimci Liderlik

Bass'a (1985) göre, etkileşimci liderliğin 3 boyutu vardır: Koşullu ödüllendirme / pekiştirme, aktif istisnai yönetim ve pasif istisnai yönetim.

Koşullu ödüllendirme / pekiştirme boyutunda, etkileşimci lider, çalışanları için bazı performans seviyeleri belirler ve çalışanlarını ancak bu seviyelere ulaştıkları ölçüde ödüllendirir (Hartog, Muijen & Koopman, 1997). Bass, çalışmalarında 'koşullu cezalandırma' kavramından da bahsetse de ve bu kavram pratikte karşımıza çıksa da, literatürde tanımlı olan etkileşimci liderlik boyutları arasında karşımıza çıkmamaktadır. Bu çalışmada, 'koşullu ödüllendirme / pekiştirme' boyutu, 'koşullu ödüllendirme / koşullu cezalandırma' adıyla ve her iki kavramı da içerecek şekilde ele alınacaktır. Çünkü etkileşimci bir lider, çalışanlarını şartlı şekilde ödüllendirmesinin yanısıra, belirlenen seviyelere ulaşamadıklarında onları bir şekilde yaptırıma maruz bırakır.

İstisnai yönetim boyutunda, lider için önemli olan işin bir şekilde tamamlanmasıdır. Aktif istisnai yönetim özelliğine sahip lider dikkatini daha çok hatalar üzerinde yoğunlaştırır ve özellikle hata bulmaya ve müdahale etmeye çalışırken, pasif istisnai yönetim özelliğine sahip lider yalnızca hata kendiliğinden ortaya çıkarsa müdahalede bulunur. Ancak bu çalışmada, pasif istisnai yönetim

boyutuna etkileşimci liderlik boyutları arasında yer verilmemiş, yalnızca aktif istisnai yönetim boyutu ele alınmıştır. Çünkü etkileşimci lider pasif bir lider değildir.

Özetle, bu çalışmada etkileşimci liderlik şu boyutları içerecek şekilde çalışılmıştır: Koşullu ödüllendirme / koşullu cezalandırma ve aktif istisnai yönetim.

1.3 Türkiye'de Liderlik Çalışmaları

Kültür, insanların davranışlarını, beklentilerini ve iş yapış şekillerini etkiler. Bir ülkenin kültürel özellikleri, o ülkede uygulanan liderlik modellerini, çalışanların yöneticilerinden beklentilerini, yöneticilerin çalışanlarına davranma şekillerini ve tercih edilen liderlik davranışı örüntülerini belirler.

Fikret – Paşa (2001), Türk organizasyonlarında görülen liderlik tiplerini incelemiş ve Türk kültüründe dört liderlik stilinin öne çıktığını görmüştür: 'etkileşimci ve takım yönelimli', 'babacan ve düşünceli', 'denetimsiz / serbest' ve 'otokratik ve hiyerarşik'. Bu liderlik stillerinin arasında, 'otokratik ve hiyerarşik' liderler ile 'babacan ve düşünceli' liderlerin Türkiye'de daha çok gözlemlendiği görülmüştür. Çalışmada, aynı zamanda Türk katılımcılar tarafından ideal olarak tanımlanan liderlik davranışları da incelenmiş ve ideal liderin sahip olması gereken özelliklerin şu şekilde belirtildiği görülmüştür: ilişki odaklı, görev odaklı, paylaşımcı ve karizmatik-dönüşümcü.

Türkiye'de sık gözlemlendiği görülen babacan liderlik ve ideal lider özellikleri arasında yer alan ilişki odaklılık, bu çalışmada, dönüşümcü liderliğin boyutları arasında dahil edilen 'babacanlık' kavramına denk gelmektedir. Bu çalışmanın temel hedefinin, dönüşümcü ve etkileşimci liderliği geçerli bir şekilde ve Türk kültürüne özgü özellikleri de hesaba katarak ölçebilen bir test geliştirilmesi olması nedeniyle, boyutlar arasında bu kavrama da yer verilmiştir.

1.4 Çalışmanın Hipotezleri

Hipotez 1: Yapı geçerliliği kapsamında; yeni geliştirilen Dönüşümcü ve Etkileşimci Liderlik Ölçeği (DELÖ-TR) ile MLQ-5X Kısa Formu arasında ilişki gözlemlenecektir, yani:

H1-a) Yöneticilerine yeni geliştirilen DELÖ-TR'nin Dönüşümcü Liderlik ölçeğinde yüksek puan veren çalışanlar, MLQ-5X Kısa Formu'nun Dönüşümcü Liderlik ölçeğinde de yüksek puan vereceklerdir.

H1-b) Yöneticilerine yeni geliştirilen DELÖ-TR'nin Etkileşimci Liderlik ölçeğinde yüksek puan veren çalışanlar, MLQ-5X Kısa Formu'nun Etkileşimci Liderlik ölçeğinde de yüksek puan vereceklerdir.

<u>*Hipotez 2*</u>: Yeni geliştirilen DELÖ-TR ölçeği ile teorik olarak bağlantılı olduğu kişilik boyutları arasında ilişki gözlemlenecektir, yani:

H2) DELÖ-TR'nin Dönüşümcü Liderlik ölçeğinde yüksek puan alan yöneticiler, aynı zamanda öz-bildirim şeklinde doldurdukları Büyük Beşli Kişilik Envanteri'nin 'dışadönüklük' boyutunda yüksek, 'nevrotiklik' boyutunda ise düşük puan alacaklardır.

<u>*Hipotez 3:*</u> Yeni geliştirilen DELÖ-TR'nin ölçüt-bağıntılı geçerlik testleri kapsamında; çalışanların iş tutumları ile, yöneticilerinin dönüşümcü oluşuna dair algıları arasında ilişki gözlemlenecektir, yani:

H3-a) Çalışanların, yöneticilerinin dönüşümcü oluşuna dair algıları arttıkça, iş doyumları ve duygusal örgütsel bağlılık seviyeleri de artacaktır.

H3-b) Çalışanların, yöneticilerinin dönüşümcü oluşuna dair algıları arttıkça, işle bağlantılı temel psikolojik ihtiyaçlarından – ilişkisellik, otonomi ve yeterlik – duydukları tatmin seviyesi de artacaktır.

H3-c) Çalışanların, yöneticilerinin dönüşümcü oluşuna dair algıları arttıkça, ekstra çaba gösterme ve etkililik seviyeleri de artacaktır.

2. YÖNTEM

2.1 Ön Çalışma

Ön çalışmada, dönüşümcü ve etkileşimci liderlik stillerini ölçebilen Likert-tipi bir ölçek geliştirilmiştir. Bu ölçeğin geliştirilmesi aşamasında şu adımlar izlenmiştir: Öncelikle, literatür taraması yapılmış, dönüşümcü ve etkileşimci liderlik stillerinin tanım ve davranışsal örnekleri incelenmiştir. İkinci olarak, dönüşümcü ve etkileşimci liderlerin davranışlarına dair örnekler toplamak amacıyla, büyük ölçekli bir elektronik firmasında çalışan 10 yönetici ve 20 çalışanla mülakatlar

gerçekleştirilmiştir. Mülakat soruları, dönüşümcü ve etkileşimci liderliğin tanımlarından yola çıkılarak hazırlanmış ve katılımcılara belli durumlarda bir liderin nasıl davranması gerektiğiyle ilgili sorular yöneltilmiştir. Toplanan yanıtlara içerik analizi uygulanmış ve bu bilgiden, test maddesi geliştirmede faydalanılmıştır. Ayrıca, Türk kültüründe gözlemlenen liderlik davranışları ile Özbelirlenim Teorisi incelenmiş ve buradan gelen bilgiler de dönüşümcü ve etkileşimci liderlik stillerine bağlanmıştır.

Bu şekilde çeşitli kaynaklardan derlenen bilgiler doğrultusunda dönüşümcü ve etkileşimci liderlik altında yer alan boyutlar için maddeler geliştirilmiştir. Dönüşümcü liderlik için toplam madde sayısı 26 iken (dört boyut için), etkileşimci liderlik için 11 olmuştur (iki alt boyut için). Bu noktada, Endüstri ve Örgüt Psikolojisi alanından mezun öğrenciler ve bu alandaki akademisyenlerden yardım istenmiş ve madde – boyut eşleşmelerinin kontrolü sağlanmıştır. Bu kişilere, geliştirilen ölçek maddelerini ve her bir boyutun tanımlamalarını içeren bir doküman iletilmiş, maddeleri boyutların altına yerleştirmeleri istenmiştir. Katılımcıların yanıtları toplanıp analiz edildiğinde, 31 maddenin ait olduğu boyutlar konusunda hemfikir oldukları görülmüştür. Diğer maddelerden bir tanesi yeniden ifade edilmek üzere düzenlenirken, dört tanesi analizlere dahil edilmemek üzere çıkarılmıştır.

2.2 Ana Çalışma

Ana çalışma kapsamında, katılımcılara dağıtılan ve kullanılabilir formda geri dönen ölçek sayısı 205 olmuştur (38 yönetici ve bu yöneticilere bağlı 167 çalışan). Toplamda, yönetici başına düşen çalışan sayısı 4.13 iken, iki çalışanı olan yönetici sayısı altı olmuştur. Yöneticiler yalnızca Demografik Bilgiler Formu'nun Yönetici Versiyonu ile Büyük Beşli Kişilik Envanteri'ni alırken, çalışanlara Demografik Bilgiler Formu'nun Çalışan Versiyonu, İşe Dayalı Temel Psikolojik İhtiyaçların Doyumu Ölçeği, Minnesota İş Doyumu Ölçeği, Duygusal Örgütsel Bağlılık Ölçeği, Çok Faktörlü Liderlik Ölçeği'nin (MLQ) Kısa Formu ve yeni geliştirilen Dönüşümcü ve Etkileşimci Liderlik Ölçeği (DELÖ-TR) dağıtılmıştır.

2.3 Ölçekler

2.3.1 Demografik Bilgiler Formu

Yöneticiler ve çalışanlar için iki ayrı demografik bilgiler formu oluşturulmuştur. Yönetici versiyonu; cinsiyet, yaş, yönetici olarak çalışma süresi, toplam çalışma süresi ve sektör bilgisini içerirken, çalışan versiyonu; cinsiyet, yaş, yöneticiyle çalışma süresi, toplam çalışma süresi, sektör bilgisi ve çalışan rolüne ek olarak yöneticilik rolleri olup olmadığı sorularını içermektedir.

2.3.2 Minnesota İş Doyumu Ölçeği

Weiss, Dawis, England ve Lofquist (1967) tarafından geliştirilen ölçek, çalışanların iş doyumu düzeylerini ölçmeyi amaçlamaktadır. Ölçek öz bildirim formatında olup Türkçe'ye Baycan (1985) tarafından çevrilmiştir. Bu çalışmada, Minnesota İş Doyumu Ölçeği'nin 20 sorudan oluşan kısa formu kullanılmıştır.

2.3.3 Çok Faktörlü Liderlik Ölçeği

Bass ve Avolio (1985) tarafından geliştirilen testin orijinali 63 maddeden oluşmaktadır ancak bu çalışmada 45 soruluk kısa form lisans sahibi firmadan satın alınarak kullanılmıştır. Ölçek; beşi dönüşümcü liderlik için, üçü etkileşimci liderlik için ve bir tanesi de denetimsiz / serbest liderlik için olmak üzere, toplamda 9 alt boyutu ölçmeye yöneliktir.

2.3.4 Büyük Beşli Kişilik Envanteri

Benet – Martinez ve John (1998) tarafından geliştirilen ölçek, Büyük Beşli kişilik faktörlerini yani sorumluluk / titizlik, nevrotiklik, dışadönüklük, açıklık ve uzlaşmacılığı ölçmeyi hedefleyen 44 maddeden oluşmaktadır.

2.3.4 İşe Dayalı Temel Psikolojik İhtiyaçların Tatmini Ölçeği

Broeck, Vansteenkiste, De Vitte, Soenens, ve Lens (2010) tarafından geliştirilen ölçek temel psikolojik ihtiyaçlar olarak belirlenen yeterlilik, ilişkisellik ve özerkliğin doyumunu ölçmekte ve 17 maddeden oluşmaktadır.

2.3.5 Duygusal Örgütsel Bağlılık Ölçeği

Ölçek, 1990'da Allen ve Meyer tarafından geliştirilen ve Türkçe'ye Wasti tarafından uyarlanan Örgütsel Bağlılık Ölçeği'nin bir parçası olup 8 maddeden oluşmaktadır.

3. SONUÇLAR

3.1 Veri Temizleme Aşaması

Bu aşamada, Tabachnick ve Fidell (2007) tarafından tarif edilen adımlar uygulanmış; veri setindeki eksik veriler tespit edilmiş, eksik değerler ortalama değerlerle değiştirilmiş, veri setindeki aykırı değerler tespit edilmiş ve bunların bir kısmı veri setinden silinmiş, ayrıca veri seti normallik ve doğrusallık açısından da incelenmiş ve koşulları sağladığı görülmüştür.

3.2 Faktör Analizi ve Sınıfiçi Korelasyon Katsayısı (ICC) Hesaplamaları

Veri temizleme işlemleri tamamlandıktan sonra, her bir ölçek için kompozit değişkenler oluşturulmuştur. Büyük Beşli Kişilik Envanteri için; sorumluluk / titizlik, nevrotiklik, dışadönüklük, açıklık ve uzlaşmacılık, İşe Dayalı Temel Psikolojik İhtiyaçların Tatmini Ölçeği için; ilişkisellik, özerklik ve yeterlik, Minnesota İş Doyumu Ölçeği için; içsel doyum, dışsal doyum ve genel doyum, Duygusal Örgütsel Bağlılık Ölçeği için; duygusal örgütsel bağlılık faktörleri oluşturulmuştur. Çok Faktörlü Liderlik Ölçeği için; koşullu ödüllendirme / pekiştirme, aktif istisnai yönetim ve pasif istisnai yönetim boyutları oluşturulmuş ve bunlar birleştirilerek etkileşimci liderlik faktörü elde edilmiştir. Aynı şekilde; ideal davranışlar, ideal tutumlar, ilham verici motivasyon, düşünsel uyarım ve bireyselleştirilmiş önem boyutları oluşturulmuş ve bunlar birleştirilerek dönüşümcü liderlik faktörü elde edilmiştir. Ek olarak, denetimsiz / serbest liderlik faktörü ve çıktı olarak ekstra çaba, etkililik ve memnuniyet faktörleri oluşturulmuştur.

Yeni geliştirilen Dönüşümcü ve Etkileşimci Liderlik Ölçeği'nde hangi faktörlerin yer alacağını anlamak için de paralel analizler ve faktör analizleri yapılmıştır. Sonuç olarak, alt boyutların birbirinden ayrışmadığı ancak ana faktörlerin yani dönüşümcü liderlik ve etkileşimci liderliğin ayrıştığı görülmüştür.

Hiçbir faktöre yüklenmediği görülen üç madde ve etkileşimci liderliğe yüklenmesi beklendiği halde dönüşümcü liderliğe yüklenen bir madde analizlere katılmamak üzere çıkarılmıştır. Sonuç olarak, yeni geliştirilen test, faktör analizi aşamasında etkileşimci liderlik için geliştirilen dört maddesini kaybetmiş ve çalışma, dönüşümcü liderlik için 26, etkileşimci liderlik için yedi madde ile devam etmiştir.

Bu aşamadan sonra, aynı yöneticiyi değerlendiren çalışanların verdikleri puanların birleştirilmesinin uygun olup olmadığını görmek için ICC değerleri hesaplanmıştır. Anlamlı bir ICC değeri, gruplar arası varyansın, grup içi varyanstan anlamlı şekilde daha büyük olduğu anlamına gelir. Literatürde ampirik kural gereği belirtilen ICC değeri .12'dir (James, 1982). Bu çalışmada, yeni geliştirilen testin dönüşümcü ve etkileşimci liderlik faktörleri ile Çok Faktörlü Liderlik Ölçeği'nin dönüşümcü liderlik faktörü için hesaplanan ICC değerleri .12'nin üstünde iken, Çok Faktörlü Liderlik Ölçeği'nin etkileşimci liderlik faktörü için hesaplanan ICC değeri .12'nin altında çıkmıştır. Bunun üzerine, MLQ'nun etkileşimci liderlik boyutunda yer alan, en düşük madde-toplam korelasyon değerine sahip olan madde çıkarılmış ve ICC değeri .12'ye yükseltilmiştir.

3.3 Betimsel İstatistikler, Güvenirlik Değerleri ve İki Değişkenli Korelasyonlar

Bu aşamada, daha önce oluşturulan her kompozit değişken için iç tutarlık güvenirlik katsayıları hesaplanmış ve genel anlamda, alfa değerlerinin yeterli seviyede olduğu görülmüştür. Yeni geliştirilen DELÖ-TR Ölçeği'nin dönüşümcü liderlik boyutu için alfa değeri oldukça iyiyken, etkileşimci liderlik için düşük olduğu görülmüştür. Detaylı inceleme yapıldığında, iç tutarlılığı düşüren maddenin, daha önce faktör analizi aşamasında etkileşimci liderliğe yüklenmesi beklenirken dönüşümcü liderliğe yüklenen bir madde olduğu anlaşılmış ve bu madde analizlere dahil edilmemek üzere çıkarılarak alfa değeri .63'e yükseltilmiştir.

3.4 Hipotez Testleri

3.4.1 Yeni Geliştirilen DELÖ-TR Ölçeği'nin Yapı Geçerliliğini İlgilendiren Hipotez Testleri

Yeni geliştirilen DELÖ-TR Ölçeği'nin yapı geçerliliği testleri kapsamında; Hipotez 1-a desteklenmiştir çünkü yöneticilerin DELÖ-TR Dönüşümcü Liderlik

Ölçeği'nde aldıkları puanlar ile MLQ Dönüşümcü Liderlik Ölçeği'nde aldıkları puanlar yüksek korelasyon göstermiştir ($r = .89$, $p < .001$). Aynı şekilde, Hipotez 1-b de desteklenmiştir çünkü yöneticilerin DELÖ-TR Etkileşimci Liderlik Ölçeği'nden aldıkları puanlar ile MLQ Etkileşimci Liderlik Ölçeği'nden aldıkları puanlar arasında da anlamlı pozitif ilişki gözlemlenmiştir ($r = .35$, $p < .001$).

Yeni geliştirilen DELÖ-TR Ölçeği'nin yapı geçerliği testleri kapsamında; Hipotez 2 desteklenmemiştir. Bu hipotez testinde, çalışanların yöneticilerine verdikleri liderlik puanları her bir yönetici için birleştirilmiş ve dolayısıyla kullanılabilir veri sayısı yalnızca 38 olmuştur. Yapılan regresyon analizleri sonucunda, yöneticilerin kendi bildirdikleri dışadönüklük ve nevrotiklik düzeyleri, çalışanları tarafından ne kadar dönüşümcü algılandıklarını anlamlı şekilde yordamamıştır.

3.4.1 Yeni Geliştirilen DELÖ-TR Ölçeği'nin Ölçüt-Bağıntılı Geçerliliğini İlgilendiren Hipotez Testleri

Yeni geliştirilen DELÖ-TR Ölçeği'nin ölçüt-bağıntılı geçerliliğinin testleri kapsamında; Hipotez 3-a desteklenmiştir çünkü çalışanların yöneticilerini dönüşümcü algılama düzeyleri, içsel iş doyumlarını ($\beta = .42$, $p < .001$), dışsal iş doyumlarını ($\beta = .75$, $p < 001$), genel iş doyumlarını ($\beta = .57$, $p < .001$) ve duygusal örgütsel bağlılıklarını ($\beta = .43$, $p < .001$) anlamlı şekilde yordamıştır. Diğer yandan, Hipotez 3-b kısmen desteklenmiştir çünkü çalışanların yöneticilerini dönüşümcü algılama düzeyleri, ilişkisellik ihtiyacı tatminlerini ($\beta = .34$, $p < .001$) ve özerklik ihtiyacı tatminlerini ($\beta = .47$, $p < .001$) anlamlı şekilde yordarken, yeterlik ihtiyacı tatminlerini yordayamamıştır. Ek olarak, çalışanların yöneticilerini dönüşümcü algılama seviyelerinin, ekstra çaba gösterme ($\beta = .92$, $p < .001$) ve etkililik ($\beta = .76$, $p < .001$) düzeylerini de yordadığının görülmesi üzerine, Hipotez 3-c de desteklenmiştir.

4. TARTIŞMA

4.1 Yeni geliştirilen DELÖ-TR'nin Yapı Geçerliliği Testi Sonuçlarının Tartışması

DELÖ-TR'nin yapı geçerliliği testleri kapsamında; öncelikle çalışanların yöneticilerine DELÖ-TR'nin Dönüşümcü ve Etkileşimci Liderlik Ölçekleri ile MLQ'nun Dönüşümcü ve Etkileşimci Liderlik Ölçeklerinde verdikleri puanlar kıyaslanmıştır. Sonuçlar, yeni geliştirilen testin yapı geçerliliğini çok büyük oranda desteklese de testin geliştirilmesi aşamasında bazı eksiklikler bulunmaktadır.

Öncelikle, bilindiği gibi paralel analiz ve faktör analizi sonuçlarına göre, dönüşümcü ve etkileşimci liderlik stilleri birbirinden ayrışsa da alt boyutlar çalışılamamıştır. Bunun nedenlerinden birisinin örneklemdeki kişi sayısı (N = 165) olduğu düşünülmektedir. Ayrıca, ölçeklerin iç tutarlılık katsayıları incelendiğinde, etkileşimci liderlik ölçeklerinin dönüşümcü liderlik ölçeklerinden daha düşük alfa değerlerine sahip olduğu görülmektedir. Bunun nedeni, yöneticilerin grup içerisindeki tüm çalışanlara aynı koşullu yaklaşımları sergilememesi olabilir. DELÖ-TR'nin etkileşimci liderlik ölçeğinin dönüşümcü liderlik ölçeğinden daha düşük alfa değerine sahip olmasının en önemli sebeplerinden birisi de, dönüşümcü liderlik ölçeğinde 26 madde bulunurken etkileşimci liderlik ölçeğinin yalnızca yedi maddesi olmasıdır. Dönüşümcü liderlik ölçeği tarafında test maddeleri geliştirmede gösterilen özenin etkileşimci liderlik tarafında da gösterilmesi ve etkileşimci liderlik faktörü için daha fazla madde geliştirilmesi gerekir. Bir diğer sebep de dönüşümcü liderlik boyutundaki maddelerin, etkileşimci liderlik boyutundaki maddelere kıyasla daha 'istenir' bir lideri yansıtması ve bu nedenle çalışanların yöneticilerini dönüşümcü bir lider olarak değerlendirirken kendilerini daha rahat hissetmeleri, ancak etkileşimci (cezalandırıcı, erteleyici vb.) bir lider olarak değerlendirirken çekinmeleri ve tutarsızlık sergilemeleri olabilir.

Yeni geliştirilen DELÖ-TR'nin yapı geçerliliği testleri kapsamında ayrıca, liderin nevrotik veya dışadönük oluşu ile çalışanları tarafından dönüşümcü algılanışı arasındaki ilişki incelenmiş ancak anlamlı bir ilişki gözlemlenememiştir. Ancak anlamsız da olsa, dışadönüklük ile dönüşümcü liderlik ilişkisindeki katsayıların literatürdekine yakın olduğu söylenebilir. Bu nedenle, ilişkilerin anlamsız çıkma

nedeni, bu hipotezin testinde kullanılabilen veri sayısının oldukça düşük (38) olmasıdır.

Liderliğin oluşumu konusundaki literatür incelendiğinde, bu anlamda hakim iki bakış açısının olduğu görülmektedir: Bu bakış açılarından birisi, liderliği bir karakteristik özellik olarak ele alırken, diğeri de liderliğin oluşumunda çevresel koşulların önemine vurgu yapar. Bono ve Judge'ın (2004) yaptıkları meta-analiz çalışmasında tartıştıkları gibi, dönüşümcü / etkileşimci liderlik özellikleri kalıtımsal olmaktan ziyade daha işlenebilir olabilir ve eğitim ve çeşitli süreçler aracılığıyla öğrenilmiş olabilir. Ayrıca, dönüşümcü / etkileşimci liderlik konusunda, Beş Faktör Modeli'nden daha başka öncüller olabilir ve Büyük Beşli Kişilik Modeli, söz konusu liderlik stillerine yatkınlık konusunda en uygun model olmayabilir. Bono ve Judge'ın (2004) da önerdiği gibi, dönüşümcü / etkileşimci liderlik ve kişilik ilişkisi incelenirken Büyük Beşli Faktörleri'nin alt boyutları veya daha dar başka modeller kullanılabilir. Yazarlar son olarak da, firmalarda dönüşümcü / etkileşimci liderlik özelliklerinin karakteristik belirtilerini baskılayan çeşitli çevresel koşulların varlığını tartışmışlardır.

4.2 Yeni geliştirilen DELÖ-TR'nin Ölçüt Bağıntılı Geçerliliği Testi Sonuçlarının Tartışması

DELÖ-TR'nin ölçüt-bağıntılı geçerliliğinin test edilmesi kapsamında, çalışanların yöneticilerini ne derece dönüşümcü algıladıkları ile iş doyumu, duygusal örgütsel bağlılık düzeyleri ve temel psikolojik ihtiyaçlarının tatmini düzeyi gibi iş tutumları arasındaki ilişki incelenmiş ve çalışanların yöneticilerini dönüşümcü algılamalarının, yeterlilik ihtiyacının tatmini haricindeki iş tutumlarını yordadığı görülmüştür. Bu sonuçlar, yeterlilik ihtiyacı ile alınan sonuçlar haricinde, literatürle de uyumludur. Aslında, teorik açıdan baktığımızda, ilişkisellik ve özerklik ihtiyaçlarının liderlik stiline daha çok bağlı olması anlamlıdır. Çünkü dönüşümcü bir liderin babacan ve ilgili tavırları çalışanların ilişkisellik ihtiyacını tatmin ederken, onlara inisiyatif veren ve sorumluluk almalarını destekleyen tavırları da özerklik ihtiyaçlarını tatmin eder. Öte yandan, çalışanların kendilerini yetersiz hissetmeleri, yöneticilerinden ziyade görevlerin zorluğundan veya kişinin yeterli bilgi beceriye sahip olmamasından da kaynaklanabilir.

4.3 Çalışmanın Katkıları ve Pratik Uygulamaları

Bu çalışmanın literatüre, özellikle Türkiye'deki liderlik literatürüne önemli katkıları olduğu düşünülmektedir. Öncelikle; bu çalışmada, dönüşümcü ve etkileşimci liderlik stillerini Türk kültürel özelliklerini de hesaba katarak ölçebilen geçerli bir ölçek geliştirilmesi hedeflenmiş ve bu hedefe önemli ölçüde ulaşılmıştır. Ölçek, hem madde geliştirilmesi aşamasında pek çok yöntemden faydalanılmış olması hem de kültürel özelliklerin de dikkate alınmış olması bakımından güçlüdür. Ölçeğin yapı geçerliliği, dönüşümcü ve etkileşimci liderlik literatüründe geçerli kabul edilen bir test olan MLQ ile kıyaslanması yoluyla test edilmiş ve desteklenmiştir. İkincisi, ön çalışma esnasında, mülakatlarda katılımcılara özel olarak 'babacan liderliğe' yönelik sorular sorulmamış olmasına rağmen, bu yönde yanıtlar alınmıştır. Üçüncüsü, literatürde gösterilmiş olan ve çalışmada da hipotez edilen, dönüşümcü liderlik ile iş tutumları arasındaki ilişkiler büyük oranda desteklenmiştir.

4.4 Çalışmanın Sınırlılıkları ve Gelecek Araştırma Önerileri

Bu çalışmanın çeşitli sınırlılıkları vardır ve sonuçların yorumlanmasında bunların da dikkate alınması gerekmektedir. Birincisi, örneklemdeki kişi sayısının düşük olması bir sınırlılıktır. İkincisi, madde geliştirme aşamasında, dönüşümcü liderlik ölçeğine gösterilen özenin etkileşimci liderlik ölçeğine de gösterilmesi gerekliliğidir. Üçüncüsü, çalışmada toplanan verilerin büyük kısmı araştırmacının işyerinden toplanmıştır. Yalnızca araştırmacının işyeriyle sınırlı kalınmasa ve farklı sektördeki farklı işyerlerinden de veri toplanabilseydi, bu durum çalışma sonuçlarının genellenebilirliği açısından daha faydalı olurdu. Ayrıca, ölçeklerin dağıtımında, yöneticiler ve çalışanları eşleştirme gerekliliğinden dolayı, ölçeklerin internet üzerinden dağıtımı gibi daha anonim yollarının kullanımının mümkün olmaması ve ölçeklerin manuel olarak dağıtılması, bazı katılımcıların kendilerini rahat hissetmemesine ve bazen de çalışmaya katılmayı reddetmelerine yol açmıştır. Son olarak, kullanılabilir veri sayısının yetersiz olmasından ötürü, yöneticilerin sistemde bulunan performans bilgileri kullanılamamıştır. Yöneticilerin performans bilgileri de analizlere dahil edilebilseydi, değerli bir katkı olabilirdi.

Bütün bu sınırlılıklar göz önünde bulundurulduğunda, söz konusu çalışma, gelecek araştırmalar için bazı öneriler sunmaktadır: İlk öneri, farklı sektörleri de içerecek şekilde daha çok sayıda kişiye ulaşmak olabilir. İkincisi, dönüşümcü liderlik ölçeğinde yapıldığı gibi, etkileşimci liderlik ölçeği için maddeler geliştirirken de Türk kültürünü dikkate almak ve daha çok sayıda madde geliştirmeye özen göstermek olabilir. Son öneri ise, DELÖ-TR'yi farklı örneklemlerde de uygulamak ve bu çalışmada olduğu gibi, dönüşümcü ve etkileşimci liderlik ölçekleri arasında negatif yönde bir ilişki çıkıp çıkmayacağını test etmek olabilir.