

EFFECTS OF PERCEIVED TRANSFORMATIONAL LEADERSHIP ON
ORGANIZATIONAL OUTCOMES: THE MEDIATING ROLE OF LEADER'S
EMOTIONAL INTELLIGENCE AND THE MODERATING ROLE OF
FOLLOWER'S PERSONALITY

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ABSTRACT

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Despite the vast amount of transformational leadership (TL) research, the role of followers' personality and leaders' emotional intelligence (EI) has not been well-examined in the transformational leadership literature. The point of the current study is to examine the relationship between perceived transformational leadership and several organizational outcomes (job performance, job satisfaction, turnover intent, organizational citizenship behavior). In this relationship, the leader's emotional intelligence served as a mediator, and the follower's personality (extraversion and neuroticism) was a moderator. We also investigated how transformational leadership perceptions of the followers affect creativity as a research question. Results based on data from 113 followers and 33 supervisors indicated that followers' perceptions of transformational leadership predicted job satisfaction (JS), job performance, organizational citizenship behavior (OCB) positively, and turnover intention (TI) negatively. On the other hand, neither the direct nor the mediating effect of the

leader's emotional intelligence, which is rated by the leaders, on outcome variables was significant. Although the interaction effect of TL and followers' neuroticism on TI was observed, the direction of the interaction effect was positive. Moreover, our results showed that followers' extraversion moderated the relationship between transformational leadership and job performance in an unexpected way. The association was stronger for those low in extraversion. Therefore, transformational leaders' inspirational and developmental qualities can counterbalance follower introversion and guide them to perform better despite their lack of confidence and tendencies such as being shy and withdrawn. The results were discussed, and the strengths and limitations of the study were noted.

Keywords: Transformational Leadership, Emotional Intelligence, Organizational Outcomes, Extraversion, Neuroticism

ÖZ

ÇALIŞANLARIN DÖNÜŞÜMCÜ LİDERLİK ALGILARININ, LİDERİN DUYGUSAL ZEKASININ ARACILIK ROLÜ VE ÇALIŞANLARIN KİŞİLİK ÖZELLİKLERİNİN DÜZENLEYİCİ ROLÜ İLE ÖRGÜTSEL SONUÇLAR (PERFORMANS, İŞ TATMİNİ, İŞTEN AYRILMA NİYETİ, ÖRGÜTSEL VATANDAŞLIK DAVRANIŞI) ÜZERİNDEKİ ETKİSİ

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Dönüşümcü liderlik teorisine göre, çalışan ve yönetici arasındaki ilişkinin kalitesi iş performansı, işten ayrılma niyeti, iş tatmini ve örgütsel vatandaşlık davranışı gibi pek çok bireysel ve örgütsel sonuçların yordayıcısıdır. Bu çalışmada, dönüşümcü liderlik ile örgütsel sonuçlar arasındaki ilişkide; liderin duygusal zekasının aracılık etkisi ve çalışanın dışa dönüklük ve nevroitiklik derecesinin düzenleyici etkisini incelemektir. Örgütsel sonuçlar için test edilen değişkenler iş performansı, iş tatmini, isten ayrılma niyeti ve örgütsel vatandaşlık davranışı iken çalışanın kişilik değişkenleri olarak büyük beşler kişilik boyutlarından ikisi olan dışadönüklük ve nevroitiklik özellikleri incelenmiştir. Ayrıca, dönüşümcü liderliğin çalışan yaratıcılığı üzerindeki etkisi de bir araştırma sorusu olarak ele alınmıştır. Yüz on üç çalışan ve otuz üç yöneticiden elde edilen verilere dayanan sonuçlara göre, çalışanların dönüşümcü liderlik algısının iş tatmini, iş performansı, örgütsel vatandaşlık davranışını pozitif ve işten ayrılma niyetini ise negatif yordadığı

bulunmuştur. Öte yandan, liderin duygusal zekasının doğrudan ya da aracılık etkisi ile sonuç değişkenleri üzerinde istatistiksel olarak anlamlı bir etkisi bulunmadığı gözlemlenmiştir. Çalışanın nevrotik kişilik özelliğinin dönüşümcü liderlik ve işten ayrılma niyeti arasında düzenleyici etkisi desteklenemezken, çalışanın dışa dönüklüğünün dönüşümcü liderlik ile çalışan performansı arasında düzenleyici etkisi olduğu görülmüştür. Söz konusu ilişki, dışadönüklük seviyeleri düşük çalışanlar için daha güçlüdür. Bu anlamda, çalışmaya konu olan örnekleme, dönüşümcü liderlerin ilham verici ve geliştirici özelliklerinin, çalışanlarının içe dönüklük seviyelerini dengeleyebildiğini, özgüven eksikliği, içe kapanıklık ve utangaçlık gibi eğilimlerine rağmen daha iyi performans sergilemelerine yol açtıklarını söyleyebiliriz. Sonuçlar tartışılmış ve çalışmanın katkı ve sınırlılıkları açıklanmıştır.

Anahtar Kelimeler: Dönüşümcü Liderlik, Duygusal Zeka, Örgütsel Sonuçlar, Yaratıcılık, Dışa Dönüklük, Nevrotiklik

To My Lovely Supportive Husband

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CHAPTER 1

INTRODUCTION

1.1. Overview

The organizations' competitive advantage depends on the degree to which organizations adapt to change, work effectively, improve technology, increase customer and employee satisfaction, and manage all these things through an effective leadership style. Leadership competence development becomes a common need to understand the change and communicate it within the organizations. Effective leadership styles have become more critical than ever.

So, ‘what makes a leader effective?’ appears as an essential research question. Research in the area shows that effective leaders influence their followers to achieve the desired organizational outcomes, and without an effective leadership style, organizations are highly likely to fail (Ayman et al.,2018; Bass, 1985; Barling et al.,1996; Eberly et al.,2017; Gardner et al., 2020; Sturm et al., 2014; Zaccoro, 2001). Cooper (1997) mentioned that multiple organizational contingencies and various personal and interpersonal behaviors had influenced the complexity of leadership effectiveness and its definitions. In their 20-year review of leadership, Gardner et al. (2020), pointed that research on leadership has grown considerably, attracting the interest of both researchers and practitioners from around the world, and transformational leadership theory appeared to be a keystone in leadership research. We know for a fact that the relationship between transformational leadership and desirable results within organizations is well established in the literature. Furthermore, scholars have integrated the concept of EI and effective leadership. Goleman (1998) has said that "the most effective leaders are alike in one crucial way; they all have a high degree of what has come to be known as emotional intelligence”.

Some studies about leaders' EI have a significant effect on followers' performance and motivation because of leaders' more profound understanding of human nature and their ability to influence others' emotions (Carmeli et al., 2006; George, 2000; Humphrey, 2002). Additionally, we know that leadership is a reciprocal relationship between the leader and the *follower*¹, which means that followers' perceptions about the leader and their ratings on leadership qualities are essential.

However, past research shows that we do not know much about the interaction effect of the leader's EI to make organizations more effective and how the follower's perception of TL qualities affects organizational outcomes (Kaiser et al., 2008).

Considering these factors together (leadership effectiveness, leaders' EI, leadership styles, followers' perceptions, and organizational outcomes), it is essential to investigate further their relations to gain valuable knowledge on leadership in organizations. The purpose of this study is to understand how the leader-follower interactions influence organizational outcomes and how the leader's EI affects the relationship between perceived TL and organizational outcomes (job performance, JS, creativity, TI, and OCB).

1.2. Theoretical Foundations and Hypothesis Development

Transformational leadership theory has gained substantial scholarly attention since its foundation more than 40 years ago, and it is still one of the most actively researched among leadership scholars (Day et al., 2012; Dinh et al., 2014; Northouse, 2016). Burns first introduced the concept of transforming leader (1978), and the construct of TL was advanced by researchers like Bass (1985) and Avolio (1988). TL promotes capacity enhancement among followers and increases their commitment. TL has been linked to many positive personal and organizational

¹Personality researchers (e.g., Barrick & Mount, 1991; Hurtz & Donovan, 2000) and leadership researchers (e.g., DeRue, Nahrgang, Wellman, & Humphrey, 2011; Griffin & Hu, 2013) belonging to two different camps used two different terminologies for their working adults sample population, employee and follower, respectively. However, they often study the same people: "employees" for personality researchers are also "followers" for leadership researchers.

outcomes such as employee satisfaction, organizational commitment, satisfaction with supervision, extra effort, lower turnover intention, creativity, and performance. (Bass, 1985; Carlos et al., 2000; Yukl, 2002).

Successful and effective leadership includes management's usual abilities and appropriate transformational abilities such as those proposed for TL (Bass & Avolio, 1994). TL "occurs when leaders broaden and elevate the interests of their employees, when they generate awareness and acceptance of the purposes and mission of the group, and when they stir employees to look beyond their self-interest for the good of the group." Bass (1990b, p. 21) According to some scholars, increased capacity and high commitment lead to additional effort and greater productivity (Barbuto, 2005; Leithwood et al., 2000; Spreitzer et al., 2005).

There are four main dimensions of TL: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Avolio & Bass, 1991). *The idealized influence* appears when the leader acts as a charismatic role model and is respected by subordinates. *Inspirational motivation* refers to leadership behavior such as providing meaning to subordinates' work, developing a clear vision, and holding high expectations toward their followers. *Intellectual stimulation* includes encouraging followers to challenge existing situations or assumptions, reframe problems, and find new ways of working creatively and innovatively. Finally, *individualized consideration* of leaders subsumes coaching and mentoring behavior that considers followers' personal needs and abilities for their development and achievements (Bass, 1985). According to Gellis (2001), the four main dimensions of TL are interconnected, and they must exist together to have an additional effect on performance beyond expectations performance.

Bass emphasized TL with charisma as a component in his famous book, "Leadership beyond Expectations" (1985). Leadership researchers underlined the similarities and empirical overlap between charismatic and TL. (House et al., 1993, Hunt, 1999, Kirkpatrick et al., 1996, Shamir et al., 1993). Hunter and Conger (1999) suggested

that those two terms could be used synonymously. Both transformational and charismatic leadership may enhance their subordinates' competence and autonomy through influence and motivation. Idealized influence, also known as charisma, is defined as "used to describe leaders who have profound and extraordinary effects on their followers" (Bass, 1985). Followers idealize these leaders as role models. Those powerful and confident leaders provide their followers with a vision and purpose and consider their decisions' moral and ethical implications. Theoretically, these leaders focus followers on the group's mission by arousing their need for achievement, affiliation, or power motives. In the current study, we examined TL behaviors, not based on its sub-dimensions but the overall measure.

Besides the four dimensions of TL, various essential characteristics are underlined in the literature. Those characteristics are summarized in Table 1.1.

Table 1.1 Characteristics of Transformational Leaders

*Clear sense of purpose	*Effective communicator.
*Value driven	*Emotionally mature
*Strong role model	*Courageous
*High expectations	*Risk-taking
*Persistent	*Risk-sharing
*Self-knowing	*Visionary
*Perpetual desire for learning	*Unwilling to believe in failure
*Love of work	*Sense of public need
*Life-long learners	*Considerate of personal needs of employees
*Identify themselves as change agents	*Listens to all viewpoints to develop cooperation
*Enthusiastic	*Mentoring
*Able to attract and inspire others	*Able to deal with complexity, uncertainty, and
*Strategic	*Ambiguity

Sources: Bass (1990a); Cox (2001); Hall, Johnson, Wysocki & Kepner (2002); Lussier & Achua (2004); Stone, Russel & Patterson (2003); Tichy & Devanna (1986)

Transformational leaders can create significant changes for their followers and organizations with the four dimensions and the specific characteristics above. Burns suggested that TL is a set of certain personal qualities and a process in which a leader and a follower interact in a certain way to increase motivation and personal development (1978). Hence, TL and the characteristics of transformational leaders have significant effects on organizational outcomes, which was discussed in detail in the following section.

1.3. The Effect of Transformational Leadership on Organizational Outcome

The belief that leaders transform followers to better organizational performance provides a compelling conceptual foundation for research and practice. Empirical evidence supports the links between the transformational leaders and the individuals, groups, and organizational outcomes, making TL an essential construct for researchers (Siangchokyoo et al.,2019). Hundreds of studies and meta-analyses have consistently found that there are moderate-to-strong relationships between transformational leadership and essential organizational outcomes such as performance, work engagement, satisfaction, commitment, OCB and turnover (e.g., Bycio et al., 1995; DeRue et al.,2011; G. Wang et al.,2011; Hater&Bass, 1998; Howell & Avolio, 1993; Judge & Piccolo, 2004; Koh et al., 1995; Lowe et al.,1996). Several individuals and organizational outcomes of TL are also well-validated across many industries, occupations, and cultures (DeRue, Nahrgang, Wellman, & Humphrey, 2011; Judge & Piccolo, 2004). Given this wide variety of positive organizational outcomes, TL gained importance among the leadership scholars. In the present study, job performance, JS, OCB, and TI was organizational outcomes. We also considered the effect of TL on follower's creativity as a research question in our model.

Job Satisfaction, which refers to the overall reaction to the job, is one of the most popular and well-studied topics in industrial/organizational psychology literature. JS has more than one component; the response can have cognitive, affective, and behavioral elements. It is undoubtedly a vital component of the work environment

to measure and monitor for any follower. Job satisfaction is vital because when employees are satisfied with their jobs, the result will be positive work behaviors such as low turnover, productivity, low absenteeism, and high performance (Meyer et al., 2004). As Jex & Britt, 2014, suggested that low JS results in adverse outcomes such as low job performance, and TL. Leader-follower interaction is another important factor that defines the influence level on employee job satisfaction (De Cremer, 2003). Moreover, it was found that one of the main reasons for employee dissatisfaction mainly comes from the puzzling nature of the job demands related to the ineffective leadership styles (Schyns and Sanders, 2007). Followers will be more satisfied if treated well (Aziri, 2011; Haque, Faizan & Cockrill, 2017). TL is a highly effective type of leadership that increases followers' JS (e.g., Hater & Bass, 1988; Judge & Bono, 2000; Judge & Piccolo, 2004; Lok & Crawford 2004; Medley & Larochelle, 2004) as transformational leaders enhance their subordinates' motivation and inspiration, as they are a good source for vision (Burns, 1978; Weber, 2009). Walumbwa et al. (2005), found that TL is correlated with JS in their study of Kenya's banking sector. Erkutlu (2008), also supported these findings in the Turkish context. In his research, he found that all dimensions of TL were significantly correlated with JS positively. Shurbagi and Zahari (2012), conducted a study to analyze the organizational impact of TL on job performance, and they found a significant positive relationship between these two variables. Gill et al. (2010), also found a positive correlation between perceived TL and JS in an Indian sample. Nielsen et al. (2009), found a positive relationship between employees' JS levels and TL in their healthcare sector sample. Additionally, Chi et al. (2009), found that the TL affects JS significantly in non-profit organization samples in Taiwan by using their charismatic leadership qualifications. There is a wide range of significant findings for different countries and sectors between TL and JS. As, Khan et al. (2011) suggested satisfaction with the leader, which is one of the components of job satisfaction and transformational leaders increase their followers' JS by providing a significant influence, encouraging, and motivating creative ideas, and supporting individual choices.

Job Performance which was defined as the total expected value to the organization of the discrete behavioral episodes that an individual carries out over a standard period (Motowidlo, 2003), is another essential organizational outcome. Different variables, such as personal characteristics, supervisors' characteristics, and organizational factors affect employees' job performance. For example, McColl-Kennedy and Anderson (2002) found that employees showed higher performance when they perceived their leaders as transformational. A meta-analytic study reported moderate to strong links between aspects of TL and job performance (Lowe et al., 1996), thus, supporting our first hypothesis related to organizational outcomes. In their research, Schwepker and Good (2010) found that TL can be used to increase sales performance through trust and moral judgment. Ogbonna and Harris (2000) suggested that transformational leaders who are supportive and participative positively affect performance through innovative and competitive cultures. In their path analysis, Xenikou and Simosi (2006) found that TL and humanistic orientation together had an indirect positive effect on performance through achievement orientation. Braun, Peus, Weisweiler, and Frey (2013) also found that TL was positively related to team performance. Employees perform much better when they are satisfied with their job and leader. Hence, happy employees will perform their job in a better way (Qureshi et al., 2011). By establishing high-quality relationships, transformational leaders convince their followers to work better to achieve organizational goals (Graen, 1976). The optimistic behavior forms the base of transformational leadership, which can influence the followers and result in positive outcomes (Daft, 2005). Transformational leadership is more concerned with followers' values, beliefs, and behaviors. Therefore, transformational leaders positively affect their employees' job performance (Dvir et al., 2002). Transformational leaders play an imperative role in boosting employee job performance by training their workers, arranging meetings with their subordinates, and taking feedback from their subordinates, which results in employee productivity. Followers who work under transformational leaders are motivated and committed, leading to higher job performance (Givens, 2008).

Organizational Citizenship Behavior refers to behaviors that are different from required behaviors that the job demands and are associated with job performance (Aamodt, 2016). OCB is an essential concept because JS and counterproductive work behaviors are related to follower's OCB levels. Satisfied employees are willing to perform voluntary extra behaviors to go beyond their responsibilities. Also, employees who perform OCB are less likely to perform deviant behaviors. According to Organ (1998), OCB could not be defined as task performance related to fulfilling formal job duties and prescriptions. Still, it refers to behaviors that are functional for the organization as well as extra-role behaviors. Initially, two types of citizenship behavior were proposed: (1) Altruism or helping others, and (2) Generalized compliance, sticking to the rules and procedures of the organization (Smith et al., 1983). Later, Organ (1988a) identified multiple dimensions of OCB based on prior research (Bateman & Organ, 1983; Smith et al., 1983). Five dimensions compose the OCB construct: altruism, civic virtue, courtesy, sportsmanship, and conscientiousness. Altruism reflects behaviors intended to help certain people in an organization with a relevant task or problem, such as showing a new employee how to use a machine. Civic virtue refers to responsible participation in the political life of the organization. Participating in organizational meetings, following organizational developments, and offering opinions to the organization are examples of civic virtue. Courtesy identifies bold gestures that are sensitive to the point of view of other job incumbents before acting, giving advance notice, and passing along information. Some examples of courtesy refer to people who will be possibly influenced by one's acts, being sensitive to the claims of others on frequently used organizational resources and using advance notice proactively. Sportsmanship is the forbearance of doing some activities such as filing a petty grievance against the organization. Conscientiousness is synonymously used with general compliance. It means employees are going beyond the call of duty or minimum requirements of the organization. It indicates surpassing the minimum levels of compliance in areas such as care for organizational resources, company time, attendance, cleanliness, and punctuality. Podsakoff et al. (2000), identified seven common themes from the many different reported dimensions of OCB. These included (1) Helping behavior, (2) Sportsmanship, (3) Organizational loyalty/loyal

boosterism, (4) Organizational compliance, (5) Individual initiative, (6) Civic virtue, and (7) Self-development. According to Podsakoff et al. (2000), a leader's behavior is a significant category of antecedents for followers' OCB. TL behaviors help motivate and inspire followers to go beyond the task performance so that they are willing to put in extra effort on their job, support their co-workers, and engage in other activities that are beneficial to the organizations. (Hater & Bass, 1998).

Literature suggests that transformational leadership, the leader's social skills, and emotional stability likely enhance OCB in followers (Wang, Oh, Courtright, & Colbert, 2011). Transformational leaders can expand their followers' daily work-related effort to go above the job requirements and, therefore, increase OCB (Podsakoff et al., 1990). Purvanova et al. (2006), stated that "transformational leaders influence the way employees to think about their job, leading them to view it as more rewarding, challenging, and meaningful, which affects the extent to which they engage in OCB". The followers who work with transformational leaders tend to recognize their leaders' strength, which motivates them to engage in extra-role job behavior (Boerner et al., 2008). Leaders with TL style encourage follower obligation to the organization's mission and values and motivate them by facilitating common beliefs and goals (Guay and Choi, 2015).

Turnover intention is an intentional plan to leave the organization (Tett & Meyer, 1993). In general, turnover intent predicts actual turnover, and it is costly to process for organizations because of decreased productivity and other costs of recruiting new employees (Aamodt, 2016). According to Barling et al., 1996, TL decreases followers' TI. In terms of antecedents, TL can lower the adverse effects of TI in organizations. First, transformational leaders are likely to reduce employee withdrawal cognitions because such leaders demonstrate the significance of the organization's mission and its congruence with employees' values (Bono & Judge, 2003). Second, transformational leaders may reduce turnover intentions by establishing an "emotional commitment" between employees and the organization's mission by practicing inspirational motivation (Bass & Riggio, 2006, p. 36). Third, transformational leaders attend to the needs of employees by providing them with

individualized consideration. Moreover, employees "who believe that their personal needs are being met through a leader's individualized attention and consideration will be less likely to leave the leader who is meeting these needs" (Hughes et al., 2010, p. 353). Literature also shows that EI plays a vital role as a mediator between TL and TI. Transformational leaders can enhance their emotional self-awareness and knowledge through EI. TL qualities can create more positive cultures in which employees may want to be a part of it, hence decreasing turnover (Falahat, et al., 2014). Despite the extensive evidence for the effectiveness of TL in terms of organizational outcomes, we still know little about the role of TL in the followers' turnover intentions. Limited numbers of research indicate that followers of transformational leaders are less likely to build intentions to quit or leave their jobs (Tse, Huang, & Lam, 2013).

Therefore, after reviewing the past research findings of the relationship between TL and several organizational outcomes, we can set our first hypothesis as follows:

Hypothesis 1: There is a significant relationship between transformational leadership and organizational outcomes. This relationship is positive when organizational outcomes are also positive (Job satisfaction, job performance, OCB) and negative when organizational outcomes are negative (turnover intention).

Creativity is one of the most critical factors for all organizations to achieve their goals. According to Redmond, Mumford, and Teach (1993), employees' creative efforts significantly impact organizational performance as there are ongoing technological and social changes. Creative thinking refers to how people approach existing problems and develop solutions (Amabile, 1996, 1998). Creativity could also be explained as individual efforts that create original approaches to solving problems using existing ideas and experience. Prior research shows that there are different personality traits which trigger and enhance creativity. For example, an individual who feels comfortable disagreeing with others can strengthen creativity both for themselves and for their group and organization (Amabile, 1996). Moreover, intrinsic motivation is perhaps one of the most critical factors that increases creativity

among individuals (Amabile 1996; Deci & Ryan, 1985). Transformational leaders play an essential role in transforming followers' values and self-concepts. They try to broaden their followers' desires to achieve higher levels of needs and potential through motivational increase (Avolio & Bass, 1988; Shamir, House, & Arthur, 1993). According to Bass and his colleagues (1998), transformational leaders build an emotional relationship with their followers. This emotional relationship and high-value alignment between the leader and follower lead to stronger intrinsic motivation than other leadership styles (Gardner & Avolio, 1998). There is also evidence that intrinsic motivation can be enhanced by making subtle changes in the organizational environment (Amabile, 1998). The supervisors who define the goals could be essential in providing a creativity-inducible corporate environment. Leaders also facilitate motivating followers to perform their maximum efforts to achieve their goals (Bass, 1990), which means that leaders strongly impact their subordinates in terms of creativity. They could enhance their subordinate's divergent thinking and creativity through the facilitation of a creative working environment. Although there is a dearth of the research in this area, existing studies pointed out that certain leader behaviors are essential determinants of creative behavior (Hage & Dewar, 1973; Maier, 1970). Transformational leaders tend to build creativity-inducing environments through intellectual stimulation (Sosik et al., 1998). Sosik and his colleagues maintained that one of the critical characteristics of transformational leadership, intellectual stimulation, "is likely to promote creativity by encouraging followers to think out of the box and by enhancing generative and exploratory thinking" (p. 7). The intellectual stimulation dimension of TL has been related to challenging subordinates to be creative, think critically and independently, and find different ways of solving problems while seeking a wide range of ideas before deciding on solutions (Bass, 1998).

Therefore, after reviewing the past research findings of the relationship between TL and follower's creativity, we set our research question as follows:

Hypothesis R: There is a significant positive relationship between perceived transformational leadership and followers' creativity.

Although many studies have consistently found moderate-to-strong relationships between TL and essential organizational outcomes, mediating mechanisms and moderating variables of this effect have yet to be explained further (Waldman, Carter, & Hom, 2015). We may now turn our attention to the leader's EI as a mediating factor between the relationship of TL and possible organizational outcomes.

1.4. The Role of Leader's Emotional Intelligence

After mentioning TL leadership and its impact on organizational outcomes, we may turn our attention to another essential concern, leader's emotional intelligence, and its relationship with both TL and organizational outcomes. In the last decade, emotional intelligence and its impact on organizational outcomes were among the researchers' primary interests. Researchers investigated whether leaders who have EI competency were more successful than the leaders who don't have this competency in the workplace. EI, which was considered as one of the most essential leadership skills, will differentiate between those who are successful and those who are not, as they go up in the organizational hierarchy (Zaccaro, 2001).

EI is first defined by Salovey and Mayer (1990) as;

The subset of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guides one's thinking and actions. (p.189)

Emotions inform cognitive capabilities. Emotions are an essential source of knowledge, and they have survival value for human beings. George, 2000, suggested that individuals could manage their emotions cognitively. According to Mayer and Salovey (1997) there are four primary psychological processes about emotions that shaped their model; *identifying emotions, using emotions to facilitate thought, understanding emotions, managing emotions*. These dimensions of EI have been

argued to be essential for communicating visionary messages (Goleman et al., 2002). Sosik and Megarian (1999), suggested several aspects of EI that would facilitate transformational leadership. First, understanding the emotions may be necessary for transformational leaders who display individual consideration of their followers. Second, managing emotions may promote positive affect and confidence in followers expressing and generating new ideas. Third, self-aware leaders may possess a more remarkable than average sense of purpose and meaning. Fourth, leaders who are skilled at emotional management are also more likely to consider the needs of others before their personal needs. George (2000) argued that transformational leaders might use emotional appeals for inspirational motivation. Others have pointed out that obedience to professional or moral standards of behavior is a common aspect of EI and transformational leadership (Brown et al., 2006).

Practitioners have integrated the concept of EI and effective leadership. For example, Goleman (1998b, p. 94) has said that "the most effective leaders are alike in one crucial way; they all have a high degree of what has come to be known as emotional intelligence. As Goleman stated (1995), "emotions are contagious, and they are most contagious from the top down, from leader to followers". This statement means that leaders' emotions can have a significant effect on followers' attitudes and behavior. Studies show that EI is a construct that can help organizations reduce turnover, identify transformational leaders, improve organizational culture, stimulate creativity, and enhance employee acceptance of the radical change (Carson, Carson, & Birkenmeier, 2000; Huy, 1999). One of EI's main dimensions is emotion regulation, which enables leaders to have better relationships with their followers. This positive relation should make followers more committed to the organization and less likely to leave their job. Carmeli (2003) reported a direct and significant negative relationship between EI and employees' withdrawal intentions that underlines the crucial role that EI may have in retaining valuable organization members. Miao, Humphrey, and Qian's conceptual model of EI and subordinates' JS (2016), showed a positive relationship between leaders' EI and subordinates' satisfaction. Additionally, Kafetsios, Nezlek, and Vassiou (2011)

stated that supervisors' EI skills were related to subordinates' emotional states and JS. In their meta-analytic study, Miao et al. (2016), found that leaders' EI can improve their subordinates' JS when controlling subordinates' own EI. Studies show that Leaders' EI has a significant positive effect on subordinates' performance. O'Boyle et al. (2011), argued that emotionally intelligent leaders know their followers' underlying motivational factors. Thus, they are likely to be aware of increasing their subordinates' performance by sharing their knowledge. Other studies about leaders' EI have a significant effect on followers' motivation because of their more profound understanding of human nature and their ability to influence others' emotions (Carmeli & Josman, 2006; George, 2000; Humphrey, 2002). Moreover, we also know that leaders' EI has a significant positive effect on followers' OCB. Organ, (1997), claimed that OCB is "performance that supports the social and psychological environment in which task performance occurs." This claim was a reconceptualization of OCB as a new concept that focuses on the social and psychological environment and makes OCB highly related to EI's social and psychological skills.

Furthermore, research suggests a significant correlation between the EI and TL abilities of the leaders. Some EI elements such as empathy, self-awareness, and self-confidence were suggested as the core underpinnings of TL by researchers (Goleman, Boyatzis, & McKee, 2002). According to Kemper, 1999, EI accounts a large amount of variance in leadership effectiveness. Research shows that EI is associated with three aspects of transformational leadership, namely, idealized influence, inspirational motivation, and individualized consideration (Barling, Slater, & Kelloway, 2000). As supporting evidence, Leban and Zulauf's (2004) study found a significant relationship between EI and TL style for project managers. Researchers in the field of EI argue that dimensions of EI such as empathy, self-confidence, and self-awareness are the core underpinnings of TL (Goleman, Boyatzis, & McKee, 2002). Correlations were substantial and significant for overall EI and inspirational motivation, strategic emotional intelligence, and attributed idealized influence, understanding emotions, and individual consideration relationship. Also, Schlechter and Strauss (2008) found similar results. In the real

life, many executives accept EI as one of the components of cognitive intelligence (Druskat & Wolff, 2001, p.81). EI plays a vital role in organizations' productivity and profitability (Cherniss, 2001; Joseph, Newman, & MacCann, 2010; Zeidner, Matthews, & Roberts, 2009). Emotional awareness is precious in understanding subordinates' emotions and needs which enhances trust and respect (Barling et al., 2000) and leads to individualized consideration and idealized influence, two crucial TL dimensions.

Table 1.2 Linkage between EI and TL

Emotional Intelligence Factors (Dulewicz and Higgs)	Transformational Leadership Factors (Alimo-Metcalfe)
Self-awareness	Individual consideration
Emotional resilience	<i>Decisive, achieving, determined</i>
Motivation	<i>Involves other in values</i>
Interpersonal sensitivity	<i>Networks</i>
Influence	<i>Change Management</i>
Decisiveness	Accessible
Conscientiousness and integrity	Intellectual versatility (integrity/openness)

Leban and Zulauf, 2004, Leadership and Organizational Development Journal

Leban and Zulauf (2004), prepared the comparison table by combining Dulewicz and Higgs (1999). and Alimo and Metcalfe 's (1999) studies. Table 1.2 have formulated an empirical suggestion about the relationship between EI and TL. Zafra et al. (2012), studied the relationship between EI, TL, and gender stereotypes, and they found that EI and gender roles predict TL.

Although some researchers stated that "transformational leadership is intrinsically associated with emotional intelligence" (Ashkanasy & Tse, 2000, p. 232), and "the components of transformational leadership resemble the key components of emotional intelligence" (Ashkanasy, Hartel, & Daus, 2002, p. 325), there are also some controversial findings regarding the relationship between TL and EI (Føllesdal, H., & Hagtvat, K.,2013). Some researchers have questioned the role of EI in

leadership (Antonakis et al., 2009). Matthews, Zeidner, and Roberts (2004) argued that EI seems to be more myth than science. The advocates of EI based their research on some theoretical underpinnings rather than on scientific evidence. There has been wide-spread skepticism about the link between EI and leadership outcomes (Antonakis, Ashkanasy, & Dasborough, 2009; Landy, 2005; Locke, 2005). Most studies were not successful in finding significant relationships between EI and TL (e.g., Brown, Bryant, & Reilly, 2006; Weinberger, 2004; Sosik & Megarian, 1999).

Moreover, research also focused on how leaders use their emotions to recognize others' emotional expressions and influence them (e.g., Caruso, Mayer, & Salovey, 2002). The leader's EI plays an essential role in the effectiveness of his/her interactions with subordinates (House & Aditya, 1996). According to Antonakis, Ashkanasy, and Dasborough, (2009), leaders who are empathetic and manage their own emotions are more effective in the workplace. There may be three different possibilities when considering the relationship between TL and EI regarding leadership effectiveness and enhanced organizational outcomes. First, EI may be an antecedent of transformational leadership. According to this view, the elements related to awareness of the emotional states of others might make a leader more likely to exert effective leadership behaviors. Hence, a leader higher in EI would understand social contexts and emotional states better than a leader lower in EI and would be more likely to choose behaviors consistent with the dimensions of TL. Secondly, EI may moderate the relationship between transformational leadership and different individual or organizational outcomes. Perhaps self-awareness and understanding of one's emotions could create some interactive relationship between EI and TL behaviors. In this view, higher levels of EI will increase transformational leadership effectiveness. And finally, EI may mediate the relationship between TL and different outcomes at the individual and organizational levels, suggesting that transformational leaders affect organizational outcomes through their EI. Leadership is a kind of social interaction between leader and subordinates, and there are several meaningful reasons why emotional intelligence would mediate the relationship between TL and organizational outcomes. Caruso et al. (2002) speculated that the leaders motivate their employees through emotions to increase their enthusiasm and

work excitement in organizations. George (2000) similarly pointed out that the Leader's EI is an essential dimension for developing fascinating visions for the employees in the organization. Goleman et al. (2002), stated that to develop relationships that meet the organization's expectations, leaders use EI where the emotional connections are established to help the individuals be persistent regardless of any changes and uncertainties they need go through. The ability to understand both self and others' emotions and control them are the requirements for a transformational leader to provide inspirational motivation or individualized influence.

Although the relationship between EI and essential organizational outcomes such as job performance were well-studied in the past studies, studies about the role of the leader's EI are very limited. Moreover, former studies were generally based on mostly the same source of information, leader's evaluation of transformational behaviors and emotional intelligence. The leader-follower interaction perspective makes followers' perception of their leaders' TL qualities essential to this relationship. Barbuto et. al (2006), investigated the relationship between the leaders' EI and self-perceptions and rater-perceptions of TL. They found that, although all the dimensions of EI was significantly correlated with self-report TL (r values changes between .21 to .49, $p < .01$), the correlations were weaker for raters' perception of TL and were only significant for individualized consideration ($r = .13$, $p < .05$) and inspirational motivation ($r = .12$, $p < .05$).

In the current study, we aimed to make a unique contribution to the TL literature by focusing on the leader's EI as a mediator factor and using different sources of data to investigate the relationship between perceived TL and leader's EI. Following the rationale, we hypothesized Hypothesis 2 and 3 as.

Hypothesis 2: There is a significant positive relationship between employees' perceptions of transformational leadership and leader's EI.

Hypothesis 3: There is a significant positive relationship between leader's EI and positive organizational outcomes, and negative relationship with turnover intention. EI act as a mediator between TL and organizational outcomes.

1.5. Follower's Personality (Extraversion and Neuroticism) as a Moderator of the Transformational Leadership Process

Most of the research about leadership mainly focused on the leaders and leader personalities. However, leadership is a mutual relationship between the leader and the follower. This relationship makes follower's personality a critical moderator of the organizational outcomes. That's the reason why a growing number of studies have been focusing on the follower's side.

Research on follower's personality and the perception of leadership can be crucial in many ways. First, it may help to understand better the mechanisms underlying the attributional processes of TL (Calder, 1977; Puffer, 1990). According to Felfe et al. (2006), follower ratings are the most popular means of assessing TL, and we must know the mechanism behind those ratings to understand empirical findings better. Additionally, followers' personality is supposed to directly affect the degree of attribution and may act as a moderator of the relationship between TL and outcomes. Second, for organizational practice, training, and other kinds of human-resource management, leaders may find it helpful to take followers' characteristics into account and adapt their behavior TL behaviors may be identified. Especially pure interaction effects may have very different implications for the effectiveness of a leader's behavior (Podsakoff, MacKenzie, Ahearne, & Bommer, 1995).

Studies show that personality characteristics have a strong influence on both leadership styles and organizational outcomes. The follower-centric perspective suggests that followers' perceptions can be necessary to understand the unexplained variance in the specific leadership style's success (Chemers, 2000; Lord et al., 1999). Followers' characteristics may influence not only perception but also acceptance of a specific style. Besides values, needs, and implicit theories, followers' personality

traits may influence perception and acceptance. Personality traits are supposed to be stable dispositions that direct beliefs, attitudes, and behaviors, not only in life in general, but that also determine interactions with leaders. Keller (1999) found that followers' personality traits influence the preference for charismatic and transformational leadership based on the perceived similarity between follower and leader. In their studies, Felfe and Schyns (2006), and Bono and Judge (2004), found that followers who show similar personality characteristics to their transformational leaders would also perceive their leaders as more transformational. Thus, a closer look at both the leader's and the follower's personality may help to better explain preferences for specific leadership styles.

Past studies about the leader's personality showed that some dimensions of Big 5 personality were related to transformational leadership. For example, Judge et al. (2000) found in their studies that extraversion and agreeableness positively predicted TL. However, neuroticism and conscientiousness were not related to TL. On the other hand, openness to experience was positively related to TL. In their meta-analysis, Bono & Judge (2004) found that; neuroticism ($\rho = -.17$, $r = -.15$) was negatively and extraversion ($\rho = .24$, $r = .19$) was positively related to the overall TL. The credibility values for openness to experience ($\rho = .15$), agreeableness ($\rho = .14$) and conscientiousness ($\rho = .13$) included zero which means that these relations were not conclusive. Duehr (2006) revealed the relationships between TL and Big Five personality traits which were investigated by Bono and Judge (2004), and they found that neuroticism was negatively correlated with TL ($r = -.12$, $p < .05$) while the associations with extraversion ($r = .24$, $p < .01$), agreeableness ($r = .21$, $p < .01$), and openness ($r = .13$, $p < .01$) were positive.

To develop hypotheses as to how follower's personality might influence the perception and acceptance of leaders, we refer to the literature that deals with the relationship between leader and follower. Klein and House (1998) distinguished contradicting assumptions concerning the relationship between TL and followers' characteristics: completion and similarity. In our study, we concentrated on similarities between leaders and followers or on the view that similar followers

perceive more TL than dissimilar followers, it is also necessary to look at leaders' characteristics to identify relevant categories of personality. As several studies have shown, the Big Five dimensions are related to leaders' emergence and performance (Barrick & Mount, 1993; Judge, Bono, Ilies, & Gerhardt, 2002; Silverthorne, 2001). According to the research on the five-factor model, people high in extraversion are sociable, energetic, and high in positive affect. In contrast, people low in extraversion are more inwardly oriented and low in positive affect (Watson, 2000). Accordingly, extraverted followers seek interpersonal relations to gain a high level of satisfying interaction with their leader and increase the possibility of being assigned stimulating tasks (Philips & Bedeian, 1994). Consequently, in line with the similarity proposition, extraverts are believed to perceive or attribute more TL and show more acceptance and react more positively to organizations' goals outcomes. Following this rationale, we expect that follower's extraversion will strengthen the relationship between TL and positive organizational outcomes.

Hypothesis 3a: Follower's extraversion moderates the relationship between TL and positive organizational outcomes. The relationship between TL and Job performance, OCB and JS are stronger when follower extraversion is high.

On the other hand, neuroticism has been found to be related negatively to leadership emergence and performance (Judge, Bono, et al., 2002). Transformational leaders are supposed to be high in emotional stability (i.e., low in neuroticism). According to the similarity assumption, followers with high emotional stability should perceive more transformational qualities of their leaders. As neuroticism means lower self-esteem and higher anxiety, followers with higher neuroticism might experience more insecurity, and their anxiety might increase, which might even cause avoidance and withdrawal when confronted with a transformational leader (Felfe & Schyns, 2006). Therefore, we expect followers with high self-esteem and stable personality to prefer transformational leaders and be affected by the transformational leadership style to achieve positive organizational outcomes. In contrast, followers with low self-esteem refuse this kind of interaction and strengthen the relationship between TL and adverse organizational outcomes (Felfe & Schyns, 2006).

Hypothesis 3b: Neuroticism moderates the relationship between TL and negative organizational outcomes. Such that the relationship between TL and turnover intention is stronger when follower neuroticism is high.

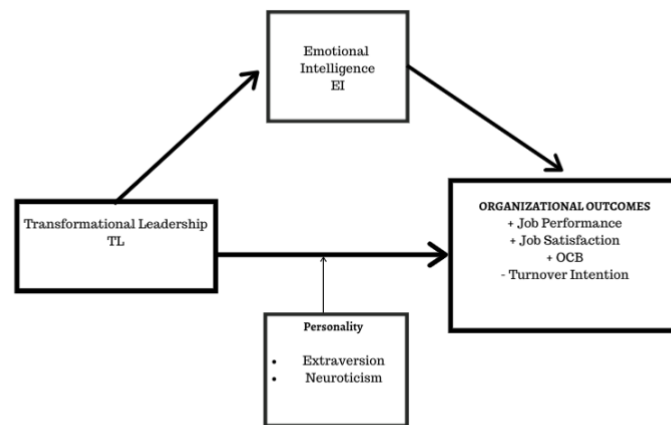


Figure 1.1 A proposed model to explain the relationship between perceived transformational leadership and organizational outcomes, mediated by emotional intelligence and moderated by followers' personality (extraversion and neuroticism).

Our research model to explain the relationship between perceived transformational leadership and organizational outcomes, which is mediated by emotional intelligence and moderated by followers' personality, is displayed in Figure 11.

CHAPTER 2

METHOD

2.1. Participants and Procedure

Before hypothesis testing, we conducted a power analysis to determine the sample size. To achieve the desired significance level, the average effect size of our organizational outcomes, with a confidence level of 95% and a two-tailed test, we calculated the sample size as $N=197$. The questionnaires containing the relevant scales were sent to 180 employees and 50 supervisors in different private sector organizations. The participants were voluntary white-collar employees and their managers who have been working for various companies and diverse sectors in Ankara. Two different questionnaire sets for supervisors (Appendix D) and their followers (Appendix C) were prepared via Survey Monkey online platform. After obtaining permission from METU Human Subjects Ethics Committee (see Appendix B), we asked managers to arrange a contact person from their organization. We gave an informed consent form (see Appendix B), including information about the aim of the study, essential points in filling the scales, issues related to coding and participants' confidentiality, and contact information of the researchers to participants.

A detailed e-mail was sent to the contact person explaining the procedure and asking to create a coding list matching the possible participants' names. With this coding, we aimed to match followers with their direct supervisors, keeping their names anonymous.

According to the procedure, contact persons sent the web links to the questionnaire packages to the respective participants with the coding lists. We also communicated via telephone to the contact person when needed and informed all the participants

about the voluntary nature of the participation, the purpose, and the study process. It was also assured that the responses would be confidential. Surveys were sent to 50 supervisors and 180 employees. The response rates were 90% (N=45) for supervisors and 80% (N=143) for employees. However, surveys of 13 managers and 30 employees were omitted due to inaccurate or mismatching coding. As a result, we proceeded with 33 managers' and 113 employees' questionnaires.

Of the 32 supervisors, 19 (58 %) were men, 13 (42 %) were women, 2 (7 %) had high school education, 20 (65 %) had undergraduate education, 8 (27 %) had a master's degree, and 3 (1 %) had a doctorate level. Out of 32 supervisors, the profession of 17 (54 %) supervisors were branch managers, 2 (8 %) supervisors were statisticians, 7 (22 %) supervisors were engineers, 2 (6%) supervisors were architects, 2 (6 %) supervisors were advertising professional, 1 (3 %) supervisor was sportspeople, 1(3 %) supervisor was HRM professional. Among all supervisors, (15.9 %) of them stated their professions as managers without giving more specific information. Working arrangements of managers during the pandemic were also observed. Managers said they worked from home with (10.6 %) never, (30.1 %) rarely, (26.5 %) occasionally, (22.1 %) generally, and (10.6 %) always during the working pandemic.

2.2. Measures

Multifactor Leadership Questionnaire (Bass & Avolio, 1995) assesses leadership styles of transformational leadership, transactional leadership, and laissez-faire leadership. The scale includes 36 items, and items are rated from 0 (Never) to 4 (Always). Since the standard Turkish adaptation could not be found in the literature, Dönmez's study was used (2014) with permission. There were 32 items on the scale: 26 items in the TL subscale and only 6 in the transactional leadership subscale. In the current study, we omitted the items related to transactional leadership (items #1, #2, #4, #7, #13, #14) and used only TL items on a 5-point scale (1= strongly disagree; 5 = strongly agree). The data were collected from the followers. Turkish and English

items were found to be acceptably correlated in her study, and Cronbach's α was found .96 for TL scale. A sample item is *"My manager thrills us with the things we can do and succeed at by reminding us of our specifications and abilities."* The Turkish scale could be found in Appendix D.

Performance (Befort & Hatrup, 2003) was measured in this study based on both task and contextual performance. This scale was adopted to Turkish by Karakurum in 2005. It consists of 11 items related to task contextual, and overall performance. The Cronbach's α for task performance, contextual performance, and overall job performance were reported as .81, .80, and .85, respectively. Supervisors were asked to rate their followers' job performance on a 5-point Likert scale ranging from (1) strongly disagree to (5) strongly agree and the original scale was rephrased for the supervisors. For example, the item of "I managed my time well" rephrased as "My employee managed his/her time well". For the current study, we omitted two items that we thought were irrelevant to our research. These items were *"I can effectively use written communication skills in performing my duties"* and *"I can effectively use oral communication skills in performing my duties."* The remaining nine items could be seen in Appendix D.

The short version of the Minnesota Satisfaction Questionnaire (Weiss, Dawis, England, & Lofquist, 1967) consists of 20 items. In this study, a shorter version of the MSQ scale, which has 6 items, was used to measure employee's job satisfaction. Followers were asked to report their job satisfaction on a 5-point Likert scale ranging from (1) strongly disagree to (5) strongly agree. The Turkish version of this questionnaire was adopted by Baycan (1985) with a reported Cronbach's α of .77. A sample item is *"I am satisfied with the way my boss handles his/her worker."* The data were collected from the followers. The Turkish scale could be seen in Appendix C.

The OCB scale was based on Organ's (1988) five-dimensional taxonomy and adopted by Podsakoff et al. (1990). The scale has five subscales: altruism (AT), conscientiousness (CN), sportsmanship (ST), courtesy (CT), and civic virtue (CV).

However, Hoffman and his colleagues (2007) considered OCB as a latent construct. There are 24 items on this scale rated on 5 Likert-type scales (1=Strongly Disagree to 5=Strongly Agree). This scale was adopted into the Turkish language by Ünüvar (2006). Cronbach's α of the whole scale was found to be .83. In our study, we omitted item number 2, which is, "I am the classic "squeaky wheel" that always needs greasing, and we re-translate the item "I tend to make "mountains out of molehills." The five dimensions of organizational citizenship behavior shown in Appendix C are as follows; Altruism was measured by five items (#1, #10, #13, #15, and #23). A sample item for altruism was "*I help others who have heavy workloads.*" Civic Virtue was measured by four items (#6, #9, #11, and #12). A sample item for civic virtue was "*I read and keep up with organization announcements, memos, and so on.*". Courtesy was measured by 5 items (#5, #8, #14, #17 and #20.). A sample item for courtesy was "*I do not abuse the rights of others.*". Conscientiousness was measured by 5 items (#3, #18, #21, #22 and #24). A sample item for conscientiousness was "*My attendance at work is above the norm.*" Sportsmanship was measured by five items (#2, #4, #7, #16, and #19). A sample item for conscientiousness was "*I always find fault with what the organization is doing.*" The data were collected from the followers.

The turnover intention scale adopted by Camman et al. (1979), consists of 3 items was used to assess intentions to quit. The Turkish version of this scale was developed by Örucü and Özafşaroğlu (2013). Cronbach's α reliability was reported as .92. Followers were asked to report their turnover intentions on a 5-point Likert scale ranging from (1) strongly disagree to (5) strongly agree. A sample item is "*I often think of quitting my job.*" The data were collected from the followers. Turkish version of the scale could be found in Appendix C.

The creativity scale was adopted by Gümüşlüoğlu and İlsev (2007) from Tierney, Farmer and Graen (1999), and Zhou and George's (2001) creativity measures. The scale consists of 13 items. Supervisors were asked to report their followers' creativity on a 5-point Likert scale ranging from (1) strongly disagree to (5) strongly agree.

Cronbach's α reliability was reported as .95. A sample item is "*My employee is a good source of new ideas*" The scale could be found in Appendix C.

According to the results of the meta-analytical study that Harms et al. (2010), conducted trait measures of EI tended to show higher validities than ability-based measures of EI. That is the main reason why we used a modified version of Schutte's Emotional Intelligence Scale to measure EI (Austin, Saklofese, Huang & McKenney, 2004) in our study. The scale was adopted into Turkish by Tatar, Tok, and Saltukoğlu (2011). In their study, Cronbach's α for internal consistency for the entire scale was found to be .82, and for the subscales, Cronbach's α was .75 for Optimism/ Mood Regulation, .39 for Utilizations of Emotions, and .76 for Appraisal of Emotions. The scale consists of 41 items. Supervisors were asked to report their own EI traits on a 5-point scale (1= strongly disagree; 5 = strongly agree). The 3 dimensions of EI shown in Appendix C are as follows: Optimism/ Mood Regulation was measured with 12 items (#2, #7, #12, #15, #18, #21, #29, #30, #33, #35, #37, #38). A sample item for optimism/mood regulation was "*When I am faced with obstacles, I remember times when I faced similar obstacles and overcame them.*" Utilizations of Emotions were measured with six items. (#4, #9, #10, #23, #26, #34). A sample item for optimism/mood regulation was "*When my mood changes, I see new possibilities.*" Appraisal of Emotions was measured with 10 items (#6, #8, #17, #22, #28, #31, #36, #39, #40, #41). A sample item for optimism/mood regulation was "*I sometimes can't tell whether someone I am conversing with is serious or joking.*" The Turkish scale could be found in Appendix D. In the current study, we used the mean scores of EI but not the sub-dimension scores.

Big Five Inventory (John & Srivastava, 1999) was given to employees to assess personality traits. The scale includes five dimensions of personality traits: Openness, conscientiousness, agreeableness, extraversion, and emotional stability/neuroticism. Cemalcilar, Sumer, Sumer and Baruh (2017), adopted the inventory into the Turkish language. The total numbers of the items are 60. Extraversion (12 items) and Neuroticism (12 items) dimensions were used in the current study. Followers were asked to report their Big Five traits on a 5-point scale (1 = strongly disagree; 5 =

strongly agree). For the extraversion scale, “*I see myself as someone who is talkative,*” and for the neuroticism scale, “*I see myself as someone who is depressed*” were the sample items. The Turkish scale could be found in Appendix C. Table 2.1. summarizes the sources of ratings for all measurement scales we used.

Table 2.1 Rating Sources of the Measures

Measures	Rated By	Rating Source
Emotional Intelligence	Supervisor	Same
Leadership Style	Follower	Different
Personality	Follower	Same
Job Performance	Supervisor	Different
Job Satisfaction	Follower	Same
Turnover Intentions	Follower	Same
Organizational Citizenship Behavior	Follower	Same
Creativity	Supervisor	Different

Control Variables. SPSS Hierarchical linear regression modeling was conducted to analyze whether age, gender, tenure, education levels, and pandemic working conditions were convenient as control variables. However, as results showed that those variables had no unique contribution to the outcome variables JS, OCB, creativity, job performance, and TI, our analysis is not included.

Analytical strategy. We used The Statistical Package for Social Sciences (SPSS), version 22 for MacBook, in our analysis. Additionally, for the mediation and moderation analysis, we used PROCESS Model 1 and Model 4 in SPSS.

2.3. Cautions Against Common Method Variance

In the current study, we measured our variables via self-report surveys. Literature suggests that having a mono method in data collection may lead to systematic bias in common method variance results. Common method variance was seen as a bias artificially inflating/deflating variable correlations and threatening the construct validity of the study (Reio, 2010). Therefore, we used Harman's Single Factor Test

to control common method variance (CMV) for all the same source measurements we used in the current study.

Harman's single factor output gives us essential information about CVM by checking if the variance in the data can be largely explained by a single factor (Chang, Witteloostuijn & Eden, 2010). Harman's Single Factor Test investigates whether variables are loaded onto one single factor and constrain the investigation with no rotation using exploratory factor analysis (Podsakoff, MacKenzie, Lee & Podsakoff, 2003). If the single-loaded factor explains most of the variance (more than 50%), it means that the study is prone to a common method bias. Our analysis used SPSS to conduct Harman's Single Factor Test and found that one factor only explains 28.65% of the variance since there is no threat of CVM.

To measure internal consistency, we also examined fit parameters of the scales with sub-dimensions. The analysis relates to method bias were presented in Appendix G.

CHAPTER 3

RESULTS

3.1. Descriptive Statistics

Frequencies for the accuracy of data entry, minimum-maximum values, missing values, and the assumptions of multivariate statistics as suggested by Tabachnick and Fidell (2019). There were no missing values for variables rated by both followers and their supervisors. We checked the univariate and multivariate outliers for all variables, respectively, box plots and Mahalanobis Distance. After deleting the two outliers, we conducted our analysis with 111 cases. Normality assumptions were tested and there were no need for data transformation (Tabachnick and Fidell, 2019). The reliabilities of the total scales were obtained by using Cronbach alpha internal consistency reliability analysis via SBSS. Our results showed that Cronbach's alpha values were .97 for TL scale, .84 for EI scale, .90 for OCB scale, .91 for TI scale, .85 for extraversion scale, .86 for performance scale, .87 for JS scale, .96 for creativity scale and .79 for neuroticism scale, which indicate that high level of internal consistency of all scales and no need to remove any items from the scales. Descriptive statistics and correlations among variables can be found in Table 3.1.

According to the results of correlational analysis, it was observed that there was no significant relationship between the perceived TL level of the supervisors and their self-report EI levels. Moreover, perceived TL results were found to be negatively correlated with followers' neuroticism levels ($r = -.22, p < .05$) and TI ($r = -.38, p < .01$), positively correlated with followers' JS ($r = .41, p < .01$), job performance ($r = .25, p < .01$), and OCB levels ($r = .26, p < .01$). However, no significant correlations were found between perceived TL and followers' extraversion, supervisors' EI and followers' creativity levels. Supervisors' EI was found to be positively correlated with supervisor's age ($r = .20, p < .05$), and employees'

creativity ($r = .21, p < .05$), negatively correlated with supervisors' tenure ($r = -.37, p < .01$). We also observed a negative significant correlation between supervisors' EI and followers' OCB levels ($r = -.21, p < .05$). Followers' extraversion levels were found to be negatively correlated with TI ($r = -.22, p < .05$) and positively correlated with OCB ($r = .35, p < .01$). On the other hand, followers' neuroticism levels were found to be negatively correlated with JS ($r = -.36, p < .01$) and OCB ($r = -.41, p < .01$), positively correlated with TI ($r = .27, p < .01$).

3.2. Hypothesis Testing

To investigate hypotheses 1, 2 and 3, mediation analysis was performed using Process Model 4 with 5000 bootstrapping. Firstly, results for JS as an organizational outcome showed that although the direct effect between TL and JS was significant ($b = .39, t(111) = 3.42, p < .01$). However, the indirect effect of TL when leader's EI was in the model as a mediator were insignificant. TL total effect on JS was also significant ($b = .45, t(111) = 3.94, p < .01$). Based on the R^2 value, it explained 35% of the variance in JS.

Secondly, results for job performance showed a significant direct effect between TL and job performance ($b = .19, t(111) = 2.67, p < .01$), meaning that when TL levels increase, job performance will also increase (or vice versa). The total effect on job performance was also significant ($b = .18, t(111) = 2.51, p < .05$). R^2 value indicated that the model explained 19% variance in job performance. However, the indirect effect through EI was not significant.

Thirdly, OCB results showed a positive significant direct relationship between TL and OCB ($b = .17, t(111) = 2.85, p < .01$). However, the results of mediational effect were insignificant. TL total effect on OCB was also significant ($b = .20, t(111) = 3.30, p < .01$). The positive b value for TL revealed to us that high TL levels would lead to high levels of TI among employees (and vice versa). R^2 value indicated that the model explained 26% of the variance in OCB.

Table 3.1. Means, Standard Deviations and Correlations of the Study Variables

Variable	α	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1.Age (Supervisor)	—	43.20	7.81															
2.Age (Follower)	—	34.11	7.05	.24*														
3.Tenure (Supervisor)	—	13.56	7.80	.14	.22*													
4.Tenure (Follower)	—	7.93	5.68	.03	.61**	.55**												
5.Pandemic (Supervisor)	—	2.89	1.63	.02	.10	.45**	.09											
6.Pandemic (Follower)	—	2.80	1.17	-.03	.24*	.31**	.14	.58**										
7.Transformational Leadership	.97	4.28	.61	-.08	-.06	.12	-.01	.05	.11									
8.Extraversion (Follower)	.85	3.83	.61	-.06	-.01	.17	.03	.02	-.01	.10								
9.Neuroticism (Follower)	.79	2.26	.54	.04	-.06	-.03	.05	-.16	-.07	-.22*	-.39**							
10.Job Satisfaction	.87	3.74	.79	-.27**	-.08	.09	-.12	.04	.06	.41**	.18	-.36**						
11.Turnover Intention	.91	2.09	.89	.24	-.07	-.20*	-.08	-.20*	-.02	-.38**	-.22*	.27**	-.64**					
12.OCB	.90	4.27	.39	.13	.08	-.00	-.04	.13	.01	.26**	.35**	-.41**	-.21**	-.32**				
13.Emotional Intelligence	.84	3.86	.33	.20*	-.15	-.36**	-.16	-.05	-.16	-.07	-.05	-.01	.10	-.08	-.21*			
14.Creativity	.96	3.69	.68	-.30**	.01	.05	.05	.04	.07	.04	-.04	-.01	.17	-.14	-.11	.21*		
15.Job Performance	.86	4.07	.46	-.11	-.07	.04	.12	-.15	-.22	.25**	.00	-.04	.21*	-.12	.02	.13	.67**	1

Note. * $p < .05$; ** $p < .01$ level *** Creativity items used for research question.

Moreover, when TI tested as an organizational outcome, the results showed that although the direct effect between TL and TI was significant ($b = -.55, t(111) = -4.24, p < .01$) the results for indirect effect were insignificant for EI scale. Moreover, TL total effect on TI was also significant ($b = -.53, t(111) = -4.14, p < .01$). The negative b value for TL revealed to us that high TL levels would lead to low levels of TI among employees (and vice versa). R^2 value indicated that the model explained 29% of the variance in TI.

Finally, results for creativity were not supportive both in terms of direct effects and indirect effects, showing no significant effect of TL on creativity, whether directly or through EI. Therefore, our research question did not find substantial support. However, our findings showed that EI was positively and significantly correlated with creativity ($r = .21, p < .05$).

To sum up, hypothesis 1 was supported for all outcome variables, indicating a significant relationship between transformational leadership and organizational outcomes. This relationship was positive when organizational outcomes were also positive (JS, job performance, OCB) and negative when organizational outcomes were negative (turnover intention). However, there was no statistical support for hypothesis 2 and hypothesis 3.

Our analysis showed no significant relationship between followers' evaluations of transformational behaviors and leader's self-report of EI, as well as no indirect effect of TL through EI. Therefore, the mediational hypothesis was not supported.

To investigate hypotheses 3a and 3b, moderation analysis was performed using Process Model 1 with 5000 bootstrapping. The results of the moderation analysis indicated that the interaction effect of perceived TL and follower's extraversion were insignificant for the following outcome variables: JS, OCB, TI, and creativity. The interaction between perceived TL and followers' extraversion levels was found to be statistically insignificant for the outcome variables JS, OCB, and creativity.

On the other hand, as can be seen in Table 3.2, TL and Extraversion interaction was found to be statistically significant for job performance ($b = -.23$, $t(111) = -2.11$, 95% CI $[-.4518, -.0177]$, $p < .01$). However, the direction of this interaction effect was not as we expected in H3a. The conditional effect of TL on job performance showed corresponding results. At low levels of extraversion, conditional effect of the TL was .33, ($t(111) = 3.34$, 95% CI $[.1342, .5268]$, $p < .01$). However, at the high levels, the results were statistically insignificant (conditional effect = .25, $t(111) = .24$, 95% CI $[-.1768, .2261]$, $p = .81$)

Table 3.2 Moderating Effect of Extraversion on TL-Job Performance Relationship

Predictors	b	t	95% CI
TL**	1.13	2.68	[.29 ,1.96]
Extraversion*	.98	2.08	[.05, 1.92]
TL X Extraversion*	-.23	-2.11	[-.45, -.01]

* $p < .01$ ** $p < .05$

High extraversion and low extraversion levels were graphed. Figure 3.1 revealed that employees with low extraversion increase their performance levels more as their leaders show more TL qualities. On the other hand, if TL quality was low, employees with low extraversion show performance at a lower level.

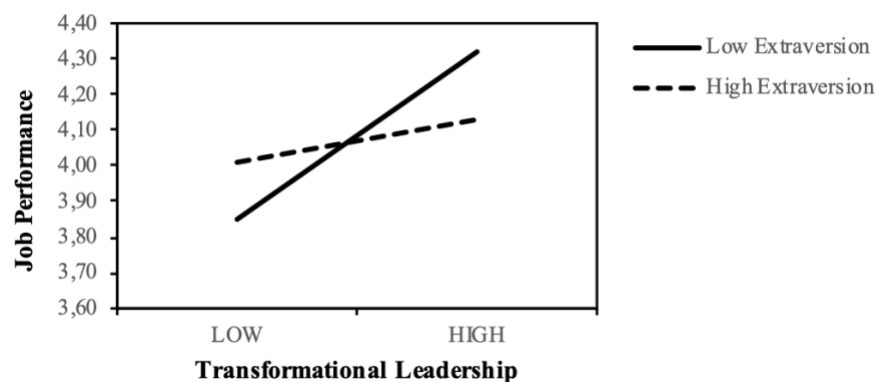


Figure 3.1 Moderating Effect of Extraversion on the Relationship between TL and Job Performance (High Extraversion: mean + 1 SD; Low Extraversion: mean – 1 SD)

The overall model was significant ($F(12,98) = 2.49, p < .01$), and $R^2 = .23$ value was indicating that the interaction term of TL and extraversion could explain 23% of the total variance.

The interaction effect of follower's neuroticism and perceived TL on negative organizational outcomes was hypothesized on H3b such that the relationship between TL and turnover is stronger when follower neuroticism is high. However, our results showed that the interaction between perceived TL and followers' neuroticism levels was statistically insignificant for followers' turnover intentions. Therefore, H3 b was not supported.

To sum up, our study sample did not support hypotheses 3a and 3b. Besides, our research question for creativity was not supported. All the results related to hypothesis testing can be seen in Table 3.3.

Table 3.3 The Results of Hypothesis Testing

Hypothesis	Variables	Hypothesis Testing
H1	TL and JS	Supported
H1	TL and Job Performance	Supported
H1	TL and OCB	Supported
H1	TL and Turnover Intention	Supported
RQ	TL and Creativity	Not Supported
H2	TL and EI	Not Supported
H3	TL and JS (Leader's EI as mediator)	Not Supported
H3	TL and Job Performance (Leader's EI as mediator)	Not Supported
H3	TL and OCB (Leader's EI as mediator)	Not Supported
H3	TL and Turnover Intention (Leader's EI as mediator)	Not Supported
H3	TL and Creativity (Leader's EI as mediator)	Not Supported
H3a	TL and JS (Follower's Extraversion as a mediator)	Not Supported*
H3a	TL and Job Performance (Follower's Extraversion as a mediator)	Not Supported
H3a	TL and OCB (Follower's Extraversion as a mediator)	Not Supported
H3a	TL and Turnover Intention (Follower's Extraversion as a mediator)	Not Supported
H3a	TL and Creativity (Follower's Extraversion as a mediator)	Not Supported
H3b	TL and Turnover Intention (Follower's Neuroticism as moderator)	Not Supported

3.3. Exploratory Analysis

Although we did not set any hypotheses about the sub-dimensions of the EI and OCB scales, for exploratory purposes, we wanted to report some significant correlations based on sub-dimensions of the scales. Our correlational analysis found some significant relationships between a leader's emotional intelligence sub-dimensions and organizational outcomes. The correlations between JS and use of emotions ($r = .21, p < .01$), job performance and evaluation of emotions ($r = .17, p < .01$), TI and use of emotions ($r = -.24, p < .01$), TI and evaluation of emotions ($r = -.18, p < .01$) were all significant.

We also observed a negative relationship between altruism sub-dimension of OCB scale and the evaluation of emotions sub-dimension ($r = -.21, p < .05$). Also, there was a negative relationship between conscientiousness sub-dimension levels and EI in general ($r = -.26, p < .01$) and evaluation of emotions sub-dimension ($r = -.25, p < .01$). All correlational statistics related to the sub-dimensions can be seen in Appendix H.

In our moderation analysis, we found that the interaction term of TL and extraversion had a significant impact on the sportsmanship sub-dimension of OCB ($b = .30, t(111) = 2.1, p < .01$), and the explained variance of the interaction term was significant ($\Delta R^2 = .03, F(1,99) = 4.74, p < .01$).

Although we didn't hypothesize the interaction effect of follower's neuroticism and TL on positive organizational outcomes, as can be seen in Table 3.4 the interaction of TL and neuroticism was significantly positive for the job performance ($b = .36, t(111) = 2.66, p < .01$) showing that the relationship between TL and job performance were stronger when followers' neuroticism levels were higher. The overall model was significant ($F(12,98) = 2.77, p < .01$), and $R^2 = .25$ value was indicating that these three variables could explain 25% of the total variance. Explained variance of the interaction term was also significant ($\Delta R^2 = .05, F(1,98) = 7.61, p < .01$).

Table 3.4 Moderating Effect of Neuroticism on TL-Job Performance Relationship

Predictors	b	t	95% CI
TL	-.60	-1.83	[-1.23, .05]
Neuroticism**	-1.59	-2.65	[-2.78, -.40]
TL X Neuroticism**	.36	2.66	[.09, .63]

*p < .001 ** p< .05

High neuroticism and low neuroticism levels were also graphed. Figure 3.2 revealed that employees with high neuroticism increase their performance levels more as their scores on TL quality increased. On the other hand, if TL quality was low, employees with high neuroticism show performance at a lower level.

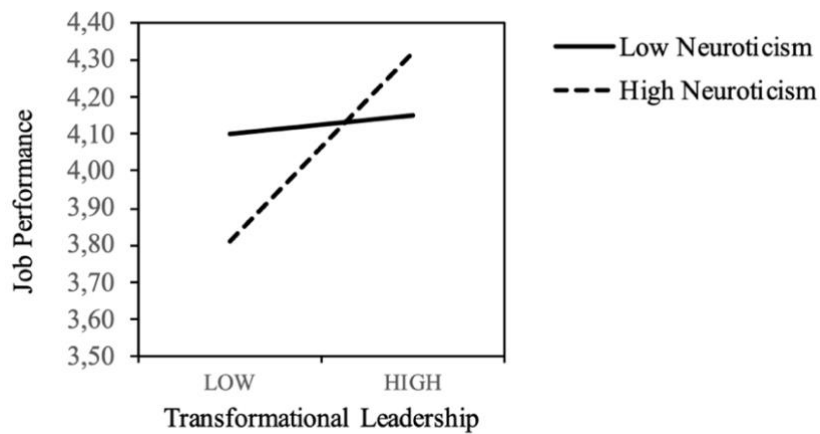


Figure 3.2. Moderating Effect of Neuroticism on the Relationship between TL and Job Performance (High Neuroticism: mean + 1 SD; Low Neuroticism: mean – 1 SD)

CHAPTER 4

DISCUSSION

Through the examined hypothesis in the present study, we aimed to explain and indicate the importance of TL on essential organizational outcomes (JS, TI, OCB, Job Performance, and Creativity). We also tried to investigate the mediating role of the leader's EI and the moderating role of the follower's extraversion and neuroticism in the relationship between TL and organizational outcomes.

4.1. Major Findings

Regarding Hypothesis1, current study results indicated that TL was positively associated with positive organizational outcomes: JS, Job Performance, and OCB, and negatively related to adverse organizational outcomes: TI. Leaders who have high TL qualities affected organizational outcomes positively. It was an expected result when we considered the studies in the literature. According to Hater and Bass (1998), subordinates' satisfaction with their supervisors increases when supervisors show TL qualities. Koh et al. (1995), found that transformational leadership was positively correlated with subordinates' organizational commitment, OCB levels, and performance. Hater & Bass (1988), Lok & Crawford (2004), Medley & Larochelle (1995) supported that transformational leadership is a highly effective type of leadership that increases subordinates' JS. Walumbwa et al. (2005), found that TL is correlated with organizational commitment and JS in their study among Kenya's banking sector. Erkutlu (2008) also supported these findings in the Turkish context.

McColl-Kennedy and Anderson (2002) found that employees showed higher performance when they perceived their leaders as transformational. Lowe et al. (1996), have reported moderate to strong links between aspects of TL and job

performance in their meta-analytic study. In their research, Schwepker and Good (2010) found that TL can be used to increase sales performance through trust and moral judgment. Ogbonna and Harris (2000) argued that transformational leaders who are supportive and participative positively affect performance through innovative and competitive cultures. In their path analysis, Xenikou and Simosi (2006) found that TL and humanistic orientation together had an indirect positive effect on performance through achievement orientation. Braun, Peus, Weisweiler, and Frey (2013) also found that TL was positively related to team performance. According to Falahat et al. (2014), TL qualities can create more positive cultures in which employees may want to be a part of it, hence decreasing turnover.

As mentioned before, leadership is a reciprocal relationship between the leader and the follower. Considering the significant effect of TL on essential organizational outcomes, the norm of reciprocity plays a central role in the social influence process (Cropanzano & Mitchell, 2005). Social exchange theory (Blau, 1964) is considered as one of the most influential frameworks to understand the underlying process of the TL and several organizational outcomes (e.g., in-role performance, extra-role performance, job satisfaction, and turnover intention) better (e.g., Bycio, Hackett, & Allen, 1995; Dulebohn et al., 2012; Harrison et al., 2006; Hughes, Avey, & Nixon, 2010; Ilies et al. 2009, Judge and Piccolo, 2004; Maertz, Griffeth, Campbell, & Allen, 2007). Although researchers consider transformational leadership behaviors necessary for achieving high employee in-role performance, they propose that such leadership behaviors are even more critical for high extra-role performance such as OCB (Podsakoff et al., 1996). Indeed, OCB might be particularly sensitive for leadership behavior transmitting more general goals or visions that include unplanned voluntary activities of followers.

In contrast, in-role performance might be better suited to reflect specific goal setting or transactional leadership. Compared to transactional leadership, which offers followers a fair exchange of job resources and engages in economic exchange relationships, transformational leadership focuses on higher-order intrinsic needs. It goes beyond short-term interests (Judge and Piccolo, 2004). According to this

perspective, followers can engage in a social exchange relationship with their transformational leader and reciprocate their behaviors by engaging in OCB. Based on the general principles of social exchange theory, scholars used several different measures to capture the existence of social exchange processes. Ilies et al., 2009, used social exchange theory to argue that increased job satisfaction influences followers to engage in more OCB and job satisfaction. According to Maertz et al., 2007, employees engage in a social exchange relationship with their immediate supervisor, resulting in solid identification, interpersonal trust, and mutual support between the leader and follower, increasing job satisfaction and decreasing turnover intentions.

Hypothesis 2 states a significant positive relationship between followers' perceptions of TL and leader's EI. This hypothesis was not supported in our analysis, which means that there was no significant positive relationship between employees' perceptions of TL and leader's EI in our study. Research results about the relationship between EI and leadership effectiveness are mixed. Although some researchers stated that "transformational leadership is intrinsically associated with emotional intelligence" (Ashkanasy & Tse, 2000, p. 232), and "the components of transformational leadership resemble the key components of emotional intelligence" (Ashkanasy, Hartel, & Daus, 2002, p. 325), there were also some controversial findings (Føllesdal, H., & Hagtvet, K., 2013). Antonakis et al. (2009), have questioned the role of EI in leadership, and Matthews, Zeidner, and Roberts (2004) argued that EI seems to be more myth than science. The advocates of EI based their research on some theoretical underpinnings rather than on scientific evidence. For example, Barling, Slater, and Kelloway (2000) argued that there are some crucial components of EI which are positively related to transformational leadership behaviors. On the other hand, Antonakis, Ashkanasy, and Dasborough (2009) found no significant evidence about the relation between EI and TL behaviors; Harms and Credé (2010) suggested that EI and TL have a marginal association. In the current study, the insignificant relationship between EI and TL could result from our data set, which constitutes one leader for the group of employees, which results in low variance for the EI variable as we repeated the same EI for the members of a group.

Although our analysis showed ICC values less than .05 for three sample groups, group based HLM analysis could be considered for future research.

To sum up, the existing research has inconsistent results about the TL and EI relationship. Our findings that did not support the relationship between total TL and EI may result from inconsistent findings in the literature, sample size limitations, or using different sources for data collection. Our findings showed that followers were more likely to perceive their leader as transformational and had reasonably high mean scores ($M = 4.25$). However, EI ratings of supervisors were collected on a self-report basis ($M = 3.87$). As argued in their meta-analysis, rating sources were also crucial for the results. When the same sources provided results for both EI and TL, the validity estimate was .59. However, different rating sources decreased the validity estimate by up to .12 (Harms & Crede, 2010). On the other hand, using different EI and TL scales sources may be considered a strength of our study to eliminate same-source-related biases.

Hypothesis 3 states a significant positive relationship between the leader's EI and positive organizational outcomes and a negative relationship with turnover intention. EI acts as a mediator between TL and organizational outcomes. Although there is growing evidence about EI on individual and organizational levels, our findings did not support hypothesis 3. Many researchers have argued that the construct of EI can richly contribute to the effective functioning of a leader and therefore has been subject to extensive research. George (2000), based on the synthesis of Yukl (1998); Locke, Kirkpatrick, Wheeler, Schneider, Niles, Goldstein, et al. (1991); and Conger and Kanungo (1998) and other related leadership literature, has theorized that EI facilitates the leadership effectiveness. The majority of past study findings supported the relationship between TL and EI and their effect on positive organizational outcomes (Carson, Carson, & Birkenmeier, 2000; Chang & Lee, 2007; Huy, 1999; Joseph & Newman, 2010; Kafetsios, Nezlek, and Vassiou, 2011; O'Boyle et al., 2011).

On the other hand, there may be methodological factors, such as common method variance (CMV), that potentially undermine the validity of findings of the relationship between TL and EI (Lindebaum et al., 2010). Using a multi-source assessment in this study, we intended to overcome the problem of method variance. Previous findings suggest that no relationship between EI and TL is found (Lindebaum et al., 2010) even though there were supportive evidence concerning the relationship between EI and TL (e.g., Butler & Chinowsky, 2006; Mandell & Pherwani, 2003), the concerns about the validity of those studies fail to prevent CMV (Antonakis, 2003). Although we could not support our hypothesis about the relationship between TL and EI, this study has cast a critical eye on the present leadership literature investigating the association from a different perspective. Our findings show no connection between leaders' self-evaluation of EI and followers' evaluation of their leaders' TL behaviors. First of all, this is critical research finding in terms of self-report bias. Individuals are often biased when they tell their personal experiences. For example, either consciously or not, many individuals are influenced by social desirability. They are more likely to communicate experiences that are considered to be socially acceptable. Secondly, leadership styles are relative in terms of followers' perceptions. Our research that combined self-report data with other information, such as followers' perceptions of leadership, provides a multi-method assessment and a more global picture of the subject.

Moreover, consider a supervisor who is demanding and challenging towards their followers' performance. The followers may conclude that their supervisor lacks the empathy to understand how their leadership style negatively impacts their performance. However, the supervisor's demanding leadership style may also emerge from his/her understanding that the subordinates prefer to operate inside their typical comfort zone without recognizing their hidden potential. Greater demands by the supervisor from the followers may have a pushing effect, hence helping the followers to realize their potential for performance increase and growth. Thus, those personal experiences may lessen the theoretical linkage between EI and TL discussed at the outset of the paper.

We set hypotheses 3a and 3b to observe the moderation effect of follower's personality between the relationship of TL and organizational outcomes. Most leadership research in the literature focused on the leader. However, leadership is a mutual relationship between the leader and the follower. This relationship makes follower's personality a critical moderator of the organizational outcomes. That's why we focused on the follower's side in our study and tried to make a unique contribution to the leadership literature. Although they are very limited in number, past research shows that personality characteristics have a strong influence on leadership styles and organizational outcomes. The follower-centric perspective suggests that subordinates' perceptions can be necessary to understand the unexplained variance in the specific leadership style's success (Chemers, 2000; Lord et al., 1999). In their studies, Siegling et al. (2015), and Bono & Judge (2004) found that extraversion was positively, and neuroticism was negatively related to TL. Following this rationale, we based our Hypothesis 3a and 3b on the perceived similarity theory, which argued that followers who show similar personality characteristics to their transformational leaders perceive their leaders as more transformational (Felfe and Schyns, 2006, Bono & Judge, 2004). Our correlational analysis results showed a significant negative relationship between TL and employees neuroticism levels ($r = -.22$, $p < .05$) as expected. However, there was no significant positive relationship between TL and employees' extraversion levels. According to hypothesis 3a, we suggested that the employee's extraversion act as a moderator between TL and positive organizational outcomes. The relationship between TL and Job performance, OCB, and JS are stronger when employee extraversion is high. However, we could not support this hypothesis in our moderator analysis. Although we found a significant interaction effect of the follower's extraversion on the TL-Job Performance relationship, this effect's direction was contrary to the one we hypothesized. Our findings showed that employees with low extraversion increase their performance levels more as their scores on TL quality increased. On the other hand, if TL quality was low, employees with low extraversion show performance at a lower level. Also, it can be inferred that TL quality had a stronger impact on performance scores for low extravert employees. In contrast, job performance scores changed less depending on the level of TL quality

for high extravert employees. Our findings show that a transformational leader may have an even more positive influence on introverted followers because their tendencies (being shy, withdrawn, and solitary) can at least partially be overcome by a leader who engages TL qualifications (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration). According to Costa et al. (1992), individuals with high levels of extraversion tend to be outgoing, social, assertive, upbeat, energetic, and talkative. In contrast, those with low levels of extraversion (highly introverted) tend to be shy, quiet, withdrawn, solitary, cautious, and bashful. Guay et al. (2015), suggested that introverted followers are likely to feel an increased self-confidence and feelings of security when transformational leaders exhibit idealized influence by focusing on trust, values, and ethics. Also, through inspirational motivation, transformational leaders provide challenging assignments and increased expectations (Bass & Avolio, 1997). Judge et al. (2002), suggested that such actions are likely to be effective when leading introverted followers to perform above and beyond expectations because they tend to feel low self-confidence and may have lower goal-setting motivation. In addition, Howell & Shamir, 2005, argued that inspirational motivation behaviors and idealized influence dimensions of transformational leadership together are likely to direct introverted followers' increased self-confidence toward proactively solving problems, helping their peers, and speaking up to present constructive ideas for the organization. On the other hand, their quiet and shy nature would often lead them to withdraw further and go into isolation when forced to do more than they feel capable of doing. Moreover, introverted followers who are quiet and shy will also benefit from the personal mentoring and individualized consideration of their supervisors, focusing on their needs and abilities. According to Judge et al. (2009), introverted personalities are more likely to focus on the conversation at hand and less likely to prefer a part of large groups. They could benefit from their leaders' attention that may provide them speak up for themselves. In combination, individualized consideration aspect of TL processes may likely lead introverted followers to be more sensitive to TL qualities and hence show higher performance levels.

In addition, Hypothesis 3b suggests that employee's neuroticism levels moderate the relationship between TL and adverse organizational outcomes. The relationship between TL and turnover is stronger when employee neuroticism is high. Our process model analysis found no statistical support for Hypothesis 3b also. We did not observe a significant interaction effect of TL and personality on neither negative nor positive organizational outcomes. Although we didn't hypothesize the interaction effect of follower's neuroticism and TL on positive organizational outcomes, as discussed in exploratory analysis the interaction of TL and neuroticism was significantly positive for the job performance showing that the relationship between TL and job performance were stronger when followers' neuroticism levels were higher. As we discussed earlier, leaders who are high in transformational qualities can significantly impact the functioning of their followers with their charisma, consideration of followers' needs, and providing opportunities for their personal development (Bass, 1985). Followers who work with transformational leaders are generally motivated and satisfied with their job and show exceptional performance (e.g., Judge & Piccolo, 2004; Wang, Courtright, & Colbert, 2011). However, it seems that leaders can inspire and motivate their subordinates not to the same extent all the time. The use of transformational leadership, which was considered a finite resource, needs time, effort, and a certain level of self-control (Furtner, Baldegger, & Rauthmann, 2013; Baumeister, Bratslavsky, Muraven, & Tice, 1998). Therefore, as supported by our findings, when transformational leadership is best used is also essential for effective outcomes. Based on the job demands-resources theory (Bakker & Demerouti, 2014; Demerouti, Bakker, Nachreiner, & Schaufeli, 2001), we may say that transformational leaders, who are supportive and inspiring (Bass, 1985), acts as a valuable job resource for their followers. Using this framework, we may argue that transformational leaders promote work performance for subordinates who are confronted with high challenge demands (i.e., social and emotional demands). For followers who are less extravert and emotionally unstable, TL behaviors act as an essential job resource and support followers to achieve higher performance levels.

Our findings are also important in terms of rating sources. We captured our dependent and independent variables from the different sources instead of using the same sources that result in potential stronger correlations and common method variance. TL, TI, OCB, JS, and employees' personality scales were rated by employees. On the other hand, the supervisors rated employees' performance, creativity, and their own EI by using respective scales.

Finally, we could not support our research question about the relationship between TL and followers' creativity. Although, scholars argued that the TL plays an essential role in followers' creativity through enhancing their subordinate's divergent thinking and facilitating a creative working environment (e.g., Hage & Dewar, 1973; Maier, 1970; Avolio & Bass, 1988; Shamir, House, & Arthur, 1993; Sosik et al., 1998), the past studies were considerably limited. That was the main reason why we did not add creativity to our main hypothesis. Insignificant findings related to creativity may have resulted from contamination of creativity measures with performance measures that we used in the current study. Leaders may not be able to observe the creativity levels of their followers because of the nature of the tasks. For example, Yuan and Zhou (2002) suggested that when tasks given to participants are more artistic (creating a collage or writing a story), participants are prone to focus more on originality. In contrast, when participants are given a business problem-solving task, they focus on appropriate and valuable solutions. According to Mumford et al. (1991), more complex tasks typically allow for more creativity because they are more ill-defined. Ill-defined tasks are characterized by multiple possible goals and solutions (Mumford et al., 1991; Schraw, Dunkle, & Benedixen, 1995), allowing the problem solver to focus on only one goal or multiple goals. To sum up, our findings of TL and creativity relationship needs further investigation.

4.2. Findings of Exploratory Analysis

Results of the current study indicated that there was a statistically significant correlation between creativity and the leader's EI ($r=.21, p<.01$) as well as creativity and evaluation of emotions sub-scale ($r=.20, p<.01$). According to Zhou and George

(2003), the emotional intelligence of the leaders may play a critical role in employee creativity. A leader's ability to evaluate emotions may lead to being aware of their own emotions and being emphatic towards employees, providing a safe environment for taking risks of creativity. Leaders with high EI can facilitate a direction for creative efforts. Rego et al. (2007) found a significant direct effect of understanding other people's emotions, which is similar to the emotional evaluation sub-scale in our analysis, on employees' creativity ($r=.27$, $p<.001$). Although there is a limited number of studies, we may say that our hypothesis about the mediational effect of EI may not be supported because of the stronger direct effect of EI on creativity.

Although we observed a statistically significant relation between altruism and conscientiousness sub dimensions of OCB scale and evaluation of emotions sub-scale of EI scale, the signs of these relations were negative, meaning that the EI of the leader had a negative effect on followers' AT and CN sub-scales of OCB. These results may be because of our sample size limitations or other factors that might affect the relationship such as misperceptions of evaluation of emotions behavior of the leader by the followers who are highly altruistic and conscientiousness. All the correlations of sub-dimensions could be seen in Appendix H.

Furthermore, our analysis indicated that followers with high neuroticism levels increased their performance levels as perceived TL scores increased. On the other hand, if the perceived TL quality was low, followers with high neuroticism showed performance at a lower level. Also, it can be inferred that TL quality had a stronger impact on performance scores for high emotionally unstable followers. In contrast, job performance scores changed very little depending on TL quality for low emotionally unstable followers. We may say that for followers who are emotionally unstable, TL behaviors act as an essential job resource and support followers to achieve higher performance levels.

4.3. Strengths of the Study and Implications for Practice

The findings of our current study have important practical implications. First, the results showed that TL qualities have an essential impact on the different types of organizational outcomes in different sectors: JS, TI, job performance, and OCB levels. Our study is essential in terms of generalizability, and our findings could be applied to diverse sectors such as banking, software, tourism, health, infrastructure, architecture, advertising, sports, and beauty. Organizational outcomes that we are interested in our study are critical in terms of organizational success. Every organization needs satisfied employees who exert high performance, act as a citizenship of the organization, and do not want to leave the organization. Based on our findings, we may suggest that organizations should focus on the TL qualifications of their supervisors, and leaders should be aware of their responsibility on organizational outcomes. Second, leadership skills are important to create a motivating, peaceful, creative, and adaptable environment where employees can flourish. The study's findings will also help HR practitioners recognize which leadership behaviors are to be enhanced to increase organizational outcomes. Some research findings indicate that TL is a skill that can be communicated and improved. Researchers have emphasized imagery and metaphors' role in developing a deeper understanding of students' TL (Boozer & Maddox, 1992). Barling et al. (1996), found that TL training significantly affected subordinates' organizational commitment and job performance in their experimental study. Those findings mean that managers could enhance TL leadership skills through appropriate training. HR practitioners could focus on TL training programs to improve their organization's performance and efficiency.

4.4. Limitations of the Study and Recommendations for Future Research

As stated by Kaiser et al. (2008), leaders have a strong influence on the organizations through their decisions, strategies, and influence on others. As our study has shown, leadership qualities have crucial effects on organizational outcomes, such as job performance, JS, OCB. In addition, we further examined if there are different

moderators such as employees' personality and mediators, such as leaders' emotional intelligence in this relationship. There are several limitations to the current study. First, our sample size is small due to data loss for inaccurate or false coding. Therefore, our findings must be treated with caution. Second, since we attempted to understand how TL may impact diverse organizational outcomes, we considered only a limited number of factors. There may be several other critical dimensions that could be considered underlying effective organizational outcomes. Third, the present study only focused on white-collar employees; results could be different for blue-collar employees since their expectations, perceptions, or attitudes towards a relationship with a leader may change substantially.

Although we did not observe a significant direct and mediation effect of EI, we observed statistically meaningful correlations only between sub-dimensions of EI scale and organizational outcomes. Even though, we found significant correlations for sub-dimensions, the reason behind why we could not find a meaningful relationship between the general emotional intelligence score and the organizational outcome could be investigated.

Finally, the lack of comparability of findings was another limitation. There are no studies in the literature combining and investigating these variables. Therefore, it was hard to compare the results and see whether they align with the previous studies.

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APPENDICES

A. APPROVAL OF THE METU HUMAN SUBJECTS ETHICS COMMITTEE

UYGULAMALI ETİK ARAŞTIRMA MERKEZİ
APPLIED ETHICS RESEARCH CENTER



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21 ARALIK 2020

Konu: Değerlendirme Sonucu

Gönderen: ODTÜ İnsan Araştırmaları Etik Kurulu (İAEK)

İlgi: İnsan Araştırmaları Etik Kurulu Başvurusu

Sayın Prof.Dr. Reyhan BİLGİÇ

Danışmanlığını yaptığınız Başak KİŞİSEL'in "*Dönüşümcü liderliğin organizasyonel sonuçlar üzerinde etkileri: Regresyon Modeli*" başlıklı araştırmanız İnsan Araştırmaları Etik Kurulu tarafından uygun görülmüş ve **346-ODTU-2020** protokol numarası ile onaylanmıştır.

Saygılarımızla bilgilerinize sunarız.

Prof.Dr. Mine MISIRLISOY
İAEK Başkanı

B. INFORMED CONSENT

Bu çalışma, ODTÜ Endüstri ve Örgüt Psikolojisi yüksek lisans öğrencisi Başak Kişisel tarafından Doç. Dr. Reyhan Bilgiç danışmanlığında yürütülen bir çalışmadır. Yüksek lisans tezi olacak bu çalışma, dönüşümcü liderlik stilinin örgütsel sonuçlar üzerindeki etkisi ile ilgilidir. Çalışmaya katılım tamimiyle gönüllülük esastır. Çalışma için kullanılacak anketlerde sizden kimlik belirleyici hiçbir bilgi istenmemektedir. Cevaplarınız tamimiyle gizli tutulacak ve sadece araştırmacılar tarafından değerlendirilecektir; elde edilecek bilgiler bilimsel yayımlarda kullanılacaktır. Ankette sizden genel olarak kişisel rahatsızlık verecek bilgiler istenmemektedir. Ancak, katılım sırasında sorulardan ya da herhangi başka bir nedenden ötürü kendinizi rahatsız hissederseniz cevaplama işini yarıda bırakıp, çalışmaya katılmamakta serbestsiniz. Anket sonunda, bu çalışmayla ilgili sorularınız cevaplanacaktır. Bu çalışmaya katıldığınız için şimdiden teşekkür ederiz. Çalışma hakkında daha fazla bilgi almak için aşağıdaki isimlere danışabilirsiniz.

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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).

İsim

Soyad

Tarih

İmza

C. SURVEY FOR FOLLOWERS

DÖNÜŞÜMCÜ LİDERLİK ÖLÇEĞİ

Anket tamamen anonim olacaktır ve kurum içi hiç kimseye bilgi verilmeyecektir. Çalışmanın sağlıklı yürütülebilmesini teminen sizi en doğru yansıtan cevapları vermenizi rica ederiz.

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.	1 = Kesinlikle katılmıyorum 2 = Katılmıyorum 3 = Kararsızım 4 = Katılıyorum 5 = Kesinlikle katılıyorum				
1. Yöneticim, yaptıklarımın kısa veya uzun vadede firmaya sağlayacağı katkılar konusunda beni bilgilendirir.	1	2	3	4	5
2. Yeni bir iş yapılacağı zaman yöneticim, bana ve takım arkadaşlarıma olumlu özelliklerimizi ve yeteneklerimizi hatırlatarak yapabileceklerimiz / başarabileceklerimiz konusunda bizi heyecanlandırır.	1	2	3	4	5
3. Yöneticim, bizi alandaki yenilikleri takip etmemiz için teşvik eder.	1	2	3	4	5
4. Yöneticim, benim ve diğer takım arkadaşlarımdan yetkinliklerimizi, işle ilgili kişisel ilgi / ihtiyaçlarımızı ve her birimizi nasıl motive edeceğini bilir.	1	2	3	4	5
5. Yöneticimin beni bir çalışan olmanın dışında bir insan olarak da önemseydiğini hissediyorum.	1	2	3	4	5
6. Yöneticim gerektiğinde bize önemli sorumluluklar verir.	1	2	3	4	5
7. Yöneticim beni varsayılanı sorgulamaya, yeni çözüm yolları üretmeye teşvik eder; yaratıcılığımı destekler.	1	2	3	4	5
8. Yöneticim ekip içinde görev dağılımını yaparken, kişisel ilgilerimizi ve yeteneklerimizi de göz önünde bulundurur.	1	2	3	4	5
9. Yöneticim işim ile ilgili inisiyatif almamı destekler.	1	2	3	4	5

DÖNÜŞÜMCÜ LİDERLİK ÖLÇEĞİ (DEVAMI)

1 = Kesinlikle katılmıyorum 2 = Katılmıyorum 3 = Kararsızım 4 = Katılıyorum 5 = Kesinlikle katılıyorum					
10. Yöneticim, kendisinden farklı düşündüğüm durumlarda, fikirlerimi değiştirmeye ve bana kendi fikirlerini <u>empoze etmeye</u> çalışır. *	1	2	3	4	5
11. Yöneticim hem iş yapış tarzı hem de kişisel özellikleri ve iletişim becerisiyle bize iyi bir örnek teşkil eder.	1	2	3	4	5
12. İhtiyaç duyduğumda yöneticimin, iş dışı özel problemlerim için bana yardım edeceğini bilirim.	1	2	3	4	5
13. Yöneticim beni bir görev için motive etmeye çalışırken, görevle ilgili içsel motivasyonumu yükseltmeye çabalar.	1	2	3	4	5
14. Yöneticim, eksik veya gelişime açık yönlerim için eğitimler planlar.	1	2	3	4	5
15. Yöneticim bana onun da benden öğrenebilecekleri olduğunu hissettirir.	1	2	3	4	5
16. Yöneticim hem mesleki hem kişisel gelişimim için çeşitli seminerlere katılmımı destekler.	1	2	3	4	5
17. Yöneticim, bana yaptığım işin değerli ve işe yarar olduğunu hissettirir.	1	2	3	4	5
18. Yöneticim beğendiği fikirlerimi takdir etmekle kalmaz, onları uygulamaya geçirmemi de teşvik eder.	1	2	3	4	5
19. İstersem yöneticimle iş dışı konularda da konuşabileceğimi hissediyorum / konuşabiliyorum.	1	2	3	4	5
20. Yöneticim, iş süreçleriyle ilgili tüm bildiklerini bana aktarmaya çabalar.	1	2	3	4	5
21. Yöneticim, düşüncelerimi özgürce ifade edebilmem için beni teşvik eder.	1	2	3	4	5
22. Yöneticim, davet etmem halinde özel hayatımdaki önemli sosyal etkinliklerime katılır (düğün, doğum günü vb.)	1	2	3	4	5
23. Yöneticim sayesinde işyerinde kendimi aile ortamında gibi hissediyorum.	1	2	3	4	5

DÖNÜŞÜMCÜ LİDERLİK ÖLÇEĞİ (DEVAMI)

1 = Kesinlikle katılmıyorum 2 = Katılmıyorum 3 = Kararsızım 4 = Katılıyorum 5 = Kesinlikle katılıyorum					
24. Yöneticim, işleri planlar ve yürütürken bizi de fikir üretmemiz için teşvik eder ve önerilerimizi dinler.	1	2	3	4	5
28. Yöneticim, işleri planlarken ve yürütürken bizim önerilerimizi de dinler.	1	2	3	4	5
25. Yöneticim, mesai saatlerimin bir bölümünü, aklımdaki yeni projeler üzerinde çalışmam için kullanmama müsaade	1	2	3	4	5
26. Yöneticim bana saygılı davranır.	1	2	3	4	5

BEŞ FAKTÖR KİŞİLİK ENVANTERİ

Aşağıda sizi kısmen tanımlayan (ya da pek tanımlayamayan) birtakım özellikler sunulmaktadır. Bu özelliklerin sizi ne oranda yansıttığını ya da yansıtmadığını belirtmek için sizi en iyi tanımlayan rakamı daire içine alınız.	1 = Kesinlikle katılmıyorum 2 = Katılmıyorum 3 = Kararsızım 4 = Katılıyorum 5 = Kesinlikle katılıyorum				
1. Dışadönük, sosyal	1	2	3	4	5
2. Rahat, stresle baş edebilen*	1	2	3	4	5
3. Atılgan, girişken	1	2	3	4	5
4. Bir aksilik yaşadığında iyimserliğini koruyan*	1	2	3	4	5
5. Nadiren heyecanlanan ya da heveslenen*	1	2	3	4	5
6. Dakikası dakikasına uymayan, ruh hali inişli çıkışlı	1	2	3	4	5
7. Sessiz olmaya eğilimli*	1	2	3	4	5
8. Gergin olabilen	1	2	3	4	5
9. Baskın, lider gibi davranan	1	2	3	4	5
10. Güvenli, kendiyle barışık*	1	2	3	4	5

BEŞ FAKTÖR KİŞİLİK ENVANTERİ (DEVAMI)

1 = Kesinlikle katılmıyorum 2 = Katılmıyorum 3 = Kararsızım 4 = Katılıyorum 5 = Kesinlikle katılıyorum					
11. Başkalarından daha az hareketli*	1	2	3	4	5
12. Duygusal olarak dengeli, keyfi kolay kaçmayan*	1	2	3	4	5
13. Bazen utangaç, içe dönük*	1	2	3	4	5
14. Çok endişelenen	1	2	3	4	5
15. Başkalarını etkilemede zorlanan*	1	2	3	4	5
16. Sıkça üzgün hisseden	1	2	3	4	5
17. Enerji dolu	1	2	3	4	5
18. Duygularını kontrol altında tutan*	1	2	3	4	5
19. Konuşkan	1	2	3	4	5
20. Nadiren kaygılanan ya da korkan*	1	2	3	4	5
21. Kararları başkalarının vermesini tercih eden*	1	2	3	4	5
22. Depresif, hüzünlü hissetmeye eğilimli	1	2	3	4	5
23. Coşku dolu	1	2	3	4	5
24. Değişken mizaçlı, çabuk sinirlenen	1	2	3	4	5

İŞ TATMİNİ ÖLÇEĞİ

İşinizle ilgili aşağıdaki ifadelerden size en uygun olanı yanıtı daire içine alarak işaretleyiniz.	1 = Kesinlikle katılmıyorum 2 = Katılmıyorum 3 = Kararsızım 4 = Katılıyorum 5 = Kesinlikle katılıyorum				
1.İşyerimdeki çalışma politikalarının uygulanma tarzından oldukça memnunum.	1	2	3	4	5
3.Yaptığım işe karşılık aldığım ücretten oldukça memnunum	1	2	3	4	5
4.İşyerimdeki çalışma koşullarından oldukça memnunum.	1	2	3	4	5
5. Bu işyerinde çalışmaktan oldukça memnunum.	1	2	3	4	5
6. Genel olarak yaptığım işi seviyorum.	1	2	3	4	5

İŞTEN AYRILMA NİYETİ ÖLÇEĞİ

İşinizle ilgili aşağıdaki ifadelerden size en uygun olanı yanıtı daire içine alarak işaretleyiniz.	1 = Kesinlikle katılmıyorum 2 = Katılmıyorum 3 = Kararsızım 4 = Katılıyorum 5 = Kesinlikle katılıyorum				
1. Bu işyerinde insanlar sık sık ayrılmayı düşünüyorlar.	1	2	3	4	5
2.Sık sık işten ayrılmayı düşünüyorum.	1	2	3	4	5
3.Başka bir iş bulur bulmaz bu işten ayrılacağıma eminim diyebilirim.	1	2	3	4	5
4.Bir yıl içinde büyük bir olasılıkla başka bir işe başlamış olacağım.	1	2	3	4	5
5.Başka bir işyerinde yeni bir iş arıyorum.	1	2	3	4	5

ÖRGÜTSEL VATANDAŞLIK DAVRANIŞI ÖLÇEĞİ

İşinizle ilgili aşağıdaki ifadelerden size en uygun olanı yanıtı daire içine alarak işaretleyiniz.	1 = Kesinlikle katılmıyorum 2 = Katılmıyorum 3 = Kararsızım 4 = Katılıyorum 5 = Kesinlikle katılıyorum				
1. İş yükü ağır olan kişilere yardım ederim.	1	2	3	4	5
2. Aldığım paranın hakkını vermem gerektiğine inanırım.	1	2	3	4	5
3. Önemsiz konular hakkında yakınen çok zaman harcarım. *	1	2	3	4	5
4. Çalışma arkadaşlarıma sorun çıkartmaktan kaçınırım.	1	2	3	4	5
5. Gelişmeleri düzenli olarak takip eder ve haberdar olurum.	1	2	3	4	5
6. İşimde karşılaştığım küçük problemleri büyütme eğiliminde değilimdir.	1	2	3	4	5
7. Hareketlerimin iş arkadaşlarıma üzerinde yaratabileceği etkiyi göz önünde bulundururum.	1	2	3	4	5
8. Zorunlu olmasa da önemli olan toplantılara katılırım.	1	2	3	4	5
9. İş arkadaşlarıma yardım etmeye her zaman hazırım.	1	2	3	4	5
10. Katılmam zorunlu olmadığı halde işyerimin imajının yararına olacak faaliyetlere katılırım.	1	2	3	4	5

ÖRGÜTSEL VATANDAŞLIK DAVRANIŞI ÖLÇEĞİ (DEVAMI)

1 = Kesinlikle katılmıyorum 2 = Katılmıyorum 3 = Kararsızım 4 = Katılıyorum 5 = Kesinlikle katılıyorum					
11.Firmayla ilgili duyuruları, mesajları ve diğer yazılı materyalleri takip eder ve okurum.	1	2	3	4	5
12.İşe gelememiş arkadaşlarıma yardım ederim.	1	2	3	4	5
13.Başkalarının hakkını ihlal etmem.	1	2	3	4	5
14.İşle ilgili sorunları olan iş arkadaşlarıma kendi isteğimle yardım ederim.	1	2	3	4	5
15.Olumlu şeyler yerine daima yanlışlar üzerine odaklanırım.*	1	2	3	4	5
16.Diğer çalışanlarla ilgili olabilecek sorunları engellemek için önlemler alırım.	1	2	3	4	5
17.İşe devamlılığım ortalamanın üstündedir.	1	2	3	4	5
18.İşyerimde yapılanlar ile ilgili daima bir kusur bulurum.*	1	2	3	4	5
19.Davranışlarımın diğer insanların işlerini nasıl etkilediğini göz önüne alırım.	1	2	3	4	5
20.Fazladan molalar vermem.	1	2	3	4	5
21.Kimse görmese de firmanın kurallarına ve düzenlemelerine uyarım.	1	2	3	4	5

ÖRGÜTSEL VATANDAŞLIK DAVRANIŞI ÖLÇEĞİ (DEVAMI)

1 = Kesinlikle katılmıyorum 2 = Katılmıyorum 3 = Kararsızım 4 = Katılıyorum 5 = Kesinlikle katılıyorum					
22.Zorunlu olmadığım halde işe yeni başlayanların uyum sağlamalarına yardımcı olurum.	1	2	3	4	5
23.En vicdanlı çalışanlardan biriyimdir.	1	2	3	4	5

D. SURVEY FOR MANAGERS

DUYGUSAL ZEKA ÖLÇEĞİ

Aşağıda çeşitli durumlara ilişkin ifadeler bulunmaktadır. Lütfen ifadeyi okuduktan sonra size en uygun seçeneği daire içine alınız.	1 = Kesinlikle katılmıyorum 2 = Katılmıyorum 3 = Kararsızım 4 = Katılıyorum 5 = Kesinlikle katılıyorum				
1. Kişisel sorunlarımı başkaları ile ne zaman paylaşacağımı bilirim.	1	2	3	4	5
2. Bir sorunla karşılaştığım zaman benzer durumları hatırlar ve üstesinden gelebilirim.	1	2	3	4	5
3. Genellikle yeni bir şey denerken başarısız olacağımı düşünürüm.	1	2	3	4	5
4. Bir sorunu çözmeye çalışırken ruh halimden etkilenmem.	1	2	3	4	5
5. Diğer insanlar bana kolaylıkla güvenirler.	1	2	3	4	5
6. Diğer insanların beden dili, yüz ifadesi gibi sözel olmayan mesajlarını anlamakta zorlanırım.	1	2	3	4	5
7. Yaşamımdaki bazı önemli olaylar neyin önemli neyin önemsiz olduğunu yeniden değerlendirmeme yol açtı.	1	2	3	4	5
8. Bazen konuştuğum kimsenin ciddi mi olduğunu yoksa şaka mı yaptığını anlayamam.	1	2	3	4	5

DUYGUSAL ZEKA ÖLÇEĞİ (DEVAMI)

	1 = Kesinlikle katılmıyorum 2 = Katılmıyorum 3 = Kararsızım 4 = Katılıyorum 5 = Kesinlikle katılıyorum				
9. Ruh halim değiştiğinde yeni olasılıkları görürüm.	1	2	3	4	5
10. Duygularımın yaşam kalitem üzerinde etkisi yoktur.	1	2	3	4	5
11. Hissettiğim duyguların farkında olurum.	1	2	3	4	5
12. Genellikle iyi şeyler olmasını beklemem.	1	2	3	4	5
13. Bir sorunu çözmeye çalışırken mümkün olduğunca duygusallıktan kaçınırım.	1	2	3	4	5
14. Duygularımı gizli tutmayı tercih ederim.	1	2	3	4	5
15. Güzel duygular hissettiğimde bunu nasıl sonlandıracağımı bilirim.	1	2	3	4	5
16. Başkalarının hoşlanabileceği etkinlikler düzenleyebilirim.	1	2	3	4	5
17. Sosyal yaşamda neler olup bittiğini sıklıkla yanlış anlarım.	1	2	3	4	5
18. Beni mutlu edecek uğraşlar bulmaya çalışırım.	1	2	3	4	5
19. Başkalarına gönderdiğim beden dili, yüz ifadesi gibi sözsüz mesajların farkındayım.	1	2	3	4	5
20. Başkaları üzerinde bıraktığım etkiyle pek ilgilenmem.	1	2	3	4	5

DUYGUSAL ZEKA ÖLÇEĞİ (DEVAMI)

1 = Kesinlikle katılmıyorum 2 = Katılmıyorum 3 = Kararsızım 4 = Katılıyorum 5 = Kesinlikle katılıyorum					
21. Ruh halim iyiiken sorunların üstesinden gelmek benim için daha kolaydır.	1	2	3	4	5
22. İnsanların yüz ifadelerini bazen doğru anlayamam.	1	2	3	4	5
23. Yeni fikirler üretmem gerektiğinde duygularım işimi kolaylaştırmaz.	1	2	3	4	5
24. Genellikle duygularımın niçin değiştiğini bilmem.	1	2	3	4	5
25. Ruh halimin iyi olması yeni fikirler üretmeme yardımcı olmaz.	1	2	3	4	5
26. Genellikle duygularımı kontrol etmekte zorlanırım.	1	2	3	4	5
27. Hissettiğim duyguların farkındayım.	1	2	3	4	5
28. İnsanlar bana, benimle konuşmanın zor olduğunu söylerler.	1	2	3	4	5
29. Üstlendiğim görevlerden iyi sonuçlar alacağımı hayal ederek kendimi güdülerim.	1	2	3	4	5
30. İyi bir şeyler yaptıklarında insanlara iltifat ederim.	1	2	3	4	5
31. Diğer insanların gönderdiği sözel olmayan mesajların farkına varırım.	1	2	3	4	5

DUYGUSAL ZEKA ÖLÇEĞİ (DEVAMI)

	1 = Kesinlikle katılmıyorum 2 = Katılmıyorum 3 = Kararsızım 4 = Katılıyorum 5 = Kesinlikle katılıyorum				
32. Bir kişi bana hayatındaki önemli bir olaydan bahsettiğinde ben de aynısını yaşamış gibi olurum.	1	2	3	4	5
33. Duygularımda ne zaman bir değişiklik olsa aklıma yeni fikirler gelir.	1	2	3	4	5
34. Sorunları çözüm biçimim üzerinde duygularımın etkisi yoktur.	1	2	3	4	5
35. Bir zorlukla karşılaştığım zaman umutsuzluğa kapılırım çünkü başarısız olacağıma inanırım.	1	2	3	4	5
36. Diğer insanların kendilerini nasıl hissettiklerini sadece onlara bakarak anlayabilirim.	1	2	3	4	5
37. İnsanlar üzgünken onlara yardım ederek daha iyi hissetmelerini sağlarım.	1	2	3	4	5
38. İyimser olmak sorunlar ile baş etmeye devam edebilmem için bana yardımcı oluyor.	1	2	3	4	5
39. Kişinin ses tonundan kendini nasıl hissettiğini anlamakta zorlanırım.	1	2	3	4	5
40. İnsanların kendilerini neden iyi ya da kötü hissettiklerini anlamak benim için zordur.	1	2	3	4	5

DUYGUSAL ZEKA ÖLÇEĞİ (DEVAMI)
PANDEMİ ÖLÇEĞİ

1 = Kesinlikle katılmıyorum 2 = Katılmıyorum 3 = Kararsızım 4 = Katılıyorum 5 = Kesinlikle katılıyorum					
41. Yakın arkadaşlıklar kurmakta zorlanırım.	1	2	3	4	5
***Pandemi sürecinin duygu durumumu etkilediğini düşünüyorum.	1	2	3	4	5
***Pandemi sürecinin çalışanlarımı olumsuz etkilediğini düşünüyorum.	1	2	3	4	5

Aşağıda çeşitli durumlara ilişkin ifadeler bulunmaktadır. Lütfen ifadeyi okuduktan sonra size en uygun seçeneğin olduğu kutucuğa çarpı işareti koyun.	Katılıyorum	Katılmıyorum
***Pandemi sürecinde çalışanlarıma ulaşmakta bir zorluk yaşamadım.		
***Pandemi sürecinde çalışanlarıma isteklerimi yaptırmakta bir zorluk yaşamadım.		

PERFORMANS ÖLÇEĞİ

<p>Aşağıdaki cümleler kişilerin çalıştıkları kurumda sergiledikleri performans hakkındaki düşüncelerini yansıtmaktadır. Çalışanınız ile ilgili aşağıda sunulan ifadelere ne derece katıldığınızı her ifadenin yanında verilen ölçek üzerinde uygun rakamı daire içine alarak belirtiniz.</p>	<p>1 = Kesinlikle katılmıyorum 2 = Katılmıyorum 3 = Kararsızım 4 = Katılıyorum 5 = Kesinlikle katılıyorum</p>				
1. Çalışanım yüksek kalitede iş ortaya koyar.	1	2	3	4	5
2. Çalışanım işinin esasını oluşturan ana görevlerini başarıyla yerine getirir.	1	2	3	4	5
3. Çalışanım işini yaparken zamanı verimli bir şekilde kullanabilmekte ve iş planlarına bağlı kalmaktadır.	1	2	3	4	5
4. Çalışanım işini başarılı bir şekilde yapabilmek için gerekli teknik bilgiyi, görevlerini yerine getirirken etkili bir şekilde kullanabilmektedir.	1	2	3	4	5
5. Çalışanım kendi işinin bir parçası olmayan işleri de yapmak için gönüllü olmaktadır.	1	2	3	4	5
6. Çalışanım kendi işlerini yaparken büyük bir heves ve gayret içerisindedir.	1	2	3	4	5
7. Çalışanım gerektiğinde çalışma arkadaşlarına yardım etmekte ve onlarla iş birliği içerisinde çalışmaktadır.	1	2	3	4	5
8. Çalışanım kurum kurallarını ve prosedürlerini onaylamakta ve bunlara uyum göstermektedir.	1	2	3	4	5
9. Çalışanım kurum hedeflerini onaylamakta, desteklemekte ve savunmaktadır.	1	2	3	4	5

YARATICILIK ÖLÇEĞİ

Aşağıda çeşitli durumlara ilişkin ifadeler bulunmaktadır. Lütfen ifadeyi okuduktan sonra çalışmanız ile ilgili en uygun seçeneği daire içine alınız	1 = Kesinlikle katılmıyorum 2 = Katılmıyorum 3 = Kararsızım 4 = Katılıyorum 5 = Kesinlikle katılıyorum				
1. Çalışmam içinde orijinallik gösterir.	1	2	3	4	5
2. Çalışmam mevcut yöntem ve araçlar için yeni kullanım alanları bulur.	1	2	3	4	5
3. Çalışmam yeni ürün ya da süreçler için uygun alanlar araştırır.	1	2	3	4	5
4. Çalışmam işe ilişkin yeni ama uygulanabilir fikirler üretir.	1	2	3	4	5
5. Çalışmam yaratıcılık için iyi bir örnek oluşturur.	1	2	3	4	5
6. Çalışmam hedeflere ulaşmada yeni yollar önerir.	1	2	3	4	5
7. Çalışmam performansı iyileştirmek için yeni ve uygulanabilir fikirler üretir.	1	2	3	4	5
8. Çalışmam yeni teknolojiler, süreçler, teknik veya ürünler araştırır.	1	2	3	4	5
9. Çalışmam kaliteyi yükseltmek için yeni yollar önerir.	1	2	3	4	5
10. Çalışmam yaratıcı fikirler için iyi bir kaynaktır.	1	2	3	4	5

YARATICILIK ÖLÇEĞİ (DEVAMI)

1 = Kesinlikle katılmıyorum 2 = Katılmıyorum 3 = Kararsızım 4 = Katılıyorum 5 = Kesinlikle katılıyorum					
11. Çalışanım yeni fikirleri diğerlerine aktarır ve savunuculuğunu yapar.	1	2	3	4	5
12. Çalışanım yeni fikirlerin uygulanmasında uygun plan ve programları geliştirir.	1	2	3	4	5
13. Çalışanım problemlere yaratıcı çözümler bulur.	1	2	3	4	5

E. AFTER PARTICIPATION INFORMATION FORM

KATILIM SONRASI BİLGİLENDİRME

Anketi tamamlayarak, çalışmaya destek verdiğiniz için teşekkür ederiz. Bu çalışma, ODTÜ Endüstri ve Örgüt Psikolojisi yüksek lisans öğrencisi Başak Kışisel tarafından Prof. Dr. Reyhan Bilgiç danışmanlığında yürütülen bir çalışmadır. Yüksek lisans tezi olacak bu çalışma, dönüşümcü liderlik stilinin, örgütsel sonuçlar üzerindeki etkisi ile ilgilidir. Bu araştırmada dönüşümcü liderlik özellikleri sergileyen yöneticilerin, performans, iş tatmini, örgütsel vatandaşlık davranışı, işten ayrılma niyeti ve yaratıcılık gibi örgütsel sonuçlar üzerinde olumlu etkisinin olacağı beklenmektedir. Öte yandan, dönüşümcü liderlik ile örgütsel sonuçlar arasındaki bu ilişki, liderin duygusal özellikleri ve çalışanların dışa dönüklük ve duygusal öz-yeterlilik kişilik özellikleri ile de ilişkilidir. Tüm bu değişkenler ile ilgili veri toplayabilmek amacıyla anket sürecinde sizlerden dönüşümcü liderlik, duygusal durum, örgütsel vatandaşlık, işten ayrılma niyeti, yaratıcılık, performans, iş tatmini ve kişilik ölçeklerine yanıt vermeniz istenmiştir.

Daha önce de belirttiğimiz gibi, çalışmaya katılım tamimiyle gönüllülük esaslıdır. Çalışma için kullanılacak anketlerde sizden kimlik belirleyici hiçbir bilgi istenmemektedir. Cevaplarınız tamimiyle gizli tutulacak ve sadece araştırmacılar tarafından değerlendirilecektir; elde edilecek bilgiler bilimsel amaçlı kullanılacaktır. Araştırma sonuçlarının tahminen 1 yıl içerisinde yayımlanması beklenmektedir.

Eğer araştırmayla ilgili sorularınız varsa araştırmacıya sorabilir veya basak.kisisel@promis.com.tr adresinden tarafıma veya rey@metu.tr adresinden Prof. Dr. Reyhan Bilgiç'e ulaşabilirsiniz.

F. DEMOGRAPHIC INFORMATION FORM

Demografik Bilgiler

Lütfen aşağıdaki kişisel bilgiler kısmını doldurunuz.

1. Cinsiyetiniz: K ☐ E ☐

2. Yaşınız:

20-30 ☐

31-40 ☐

41-50 ☐

51+ ☐

3. Eğitim durumunuz? (Birini işaretleyiniz)

Lise ☐

Meslek Yüksek Okulu ☐

Lisans ☐

Yüksek Lisans ☐

Doktora ☐

4. Mesleğiniz? _____

5. İş tanımınızı kısaca yazınız.

6. Kaç yıldır bu işyerinde çalışıyorsunuz?

0-5 ☐

5-10 ☐

10-15 ☐

15+ ☐

7. “Pandemi süresince uzaktan çalıştım.” ifadesi ile ilgili size en uygun seçeneği daire içine alınız.

1- Hiçbir Zaman

2- Nadiren

3- Bazen

4- Çoğunlukla

5- Her zaman

G. RESULTS OF THE CFA AND RELIABILITIES

To measure internal consistency, we used SBSS scale reliability analysis. Our results showed that Cronbach's alpha values were .97 for TL scale, .84 for EI scale, .90 for OCB scale, .85 for extraversion scale, .86 for performance scale, .87 for JS scale, .96 for creativity scale and .79 for neuroticism scale, which indicates a high level of internal consistency of all scales and no need to remove any items from the scales. *We also examined fit parameters of the scale such as χ^2 , AGFI, GFI, CFI, IFI, RMSEA, SRMR, PNFI, and PGFI in detail and the results are presented in Tables 3.1, 3.2, 3.3, and 3.4. (Kline, 2011; Schermelleh-Engel & Moosbrugger, 2003; Baumgartner & Homburg, 1996; Bentler, 1980; Bentler & Bonett, 1980; Marsh, Hau, Artelt, Baumert & Peschar, 2006; Browne & Cudeck, 1993; Hu & Bentler, 1999; Meyers, Gamst & Guarino, 2006).* Since the fit indices have their strengths and weaknesses in evaluating the fit between the theoretical and actual data, it is recommended to use many fit index values such as Chi-Square Fit Test (Chi-Square Goodness), Well-Being Fit Index (GFI), Adjusted Well-Fitting Index (AGFI), Comparative Fit Index (CFI), Normalized Fit Index (NFI), Square Root of Mean Errors (RMR) or RMS and the Root Mean Square Error (RMSEA) (Büyüköztürk et al., 2004) to reveal the model's fit.

In addition, the table reliability, internal consistency (sub-dimensions), explained variance, Kaiser-Meyer-Olkin (KMO) levels, and other reliability and validity parameters were analyzed.

Transformational Leadership Scale. CFA results for the transformational leadership scale showed that the scale contribution of all items was statistically significant at the 95% confidence level ($p < 0.05$). Our CFA results showed that all fit indices, χ^2/df , AGFI, GFI, CFI, IFI, RMSEA, SRMR, PNFI, and PGFI, have acceptable value levels indicating an acceptable level of fit. The results of confirmatory factor analysis revealed a clear adequate model fit for the EI scale, $\chi^2/df = 2.92$, AGFI = .87, GFI = .90, CFI = .91, IFI = .91, RMSEA = .06, SRMR = .06,

PNFI= .73, and PGFI=.69. The explained variance constitutes approximately 51% of the total variance. In addition to that, our results showed that the general reliability level of the scale was 0.85, which is quite reliable. In the current study, to measure how suited our data is for factor analysis, we used the KMO test. Our KMO value was 0.83, which indicates the sampling was adequate. Also, we used Barlett's test of sphericity to test that our correlation matrix was an identity matrix that shows whether the variables are unrelated and therefore unsuitable for structure detection. According to Barlett's test result, the structure was significant (Barlett's $\chi^2 = 1325.62$, $p = 0.01$), which indicated that factor analysis might be useful with our data.

Table A. *TL Scale Model Fit Indices*

Fit Indices	Values	Interpretation	Perfect Values	Acceptable Values
¹ χ^2/df	2.92	Acceptable	$0 \leq \chi^2/df \leq 2$	$2 \leq \chi^2/df \leq 3$
² AGFI	0.87	Acceptable	$.90 \leq AGFI \leq 1.00$	$.85 \leq AGFI \leq .90$
³ GFI	0.90	Acceptable	$.95 \leq GFI \leq 1.00$	$.90 \leq GFI \leq .95$
³ CFI	0.91	Acceptable	$.95 \leq CFI \leq 1.00$	$.90 \leq CFI \leq .95$
³ IFI	0.91	Acceptable	$.95 \leq IFI \leq 1.00$	$.90 \leq IFI \leq .95$
⁴ RMSEA	0.06	Acceptable	$.00 \leq RMSEA \leq .05$	$.05 \leq RMSEA \leq .08$
⁴ SRMR	0.06	Acceptable	$.00 \leq SRMR \leq .05$	$.05 \leq SRMR \leq .10$
⁵ PNFI	0.73	Acceptable	$.95 \leq PNFI \leq 1.00$	$.50 \leq PNFI \leq .95$
⁶ PGFI	0.69	Acceptable	$.95 \leq PGFI \leq 1.00$	$.50 \leq PGFI \leq .95$

1(Kline, 2011), 2(Schermelleh-Engel & Moosbrugger, 2003), 3(Baumgartner & Homburg, 1996; Bentler, 1980; Bentler & Bonett, 1980; Marsh, Hau, Artelt, Baumert & Peschar, 2006), 4(Browne & Cudeck, 1993), 5(Hu & Bentler, 1999), 6(Meyers, Gamst & Guarino, 2006)

Emotional Intelligence Scale. In the confirmatory factor analysis study, which was applied to the scale with three factors, similar to the original form of the Emotional Intelligence scale, it was observed that no item contributed to the scale statistically at the 95% confidence level ($p < 0.05$). The scale consists of optimism, use of

emotions, and evaluation of emotions sub-dimensions. CFA results for our EI scale that consists of three subscales (optimism, use of emotions, and evaluation of emotions) showed that χ^2/df and AGFI values have the perfect value levels of fit, whereas GFI, CFI, IFI, RMSEA, SRMR, PNFI, and PGFI, have acceptable value levels of fit. The results of confirmatory factor analysis revealed a clear adequate model fit for the EI scale, $\chi^2/df = 2.21$, AGFI = .96, GFI= .92, CFI= .93, IFI= .91, RMSEA= .07, SRMR= .06, PNFI= .77, and PGFI= .66. Our results showed that the general reliability level of the scale was 0.89, which is quite reliable. The three-factor structure accounted approximately 68% of the total variance above the acceptable level of 40%. When we examined each factor, we saw that the explained variance percentage of optimism, use of emotions, and evaluation of emotions were 26%, 24%, and 18%, respectively. Also, the internal consistency values were .78 for optimism, .77 for the use of emotions, and .74 for evaluation of emotions. In the current study, to measure how suited our data is for factor analysis, we used the KMO test. Our KMO value was 0.86, which indicates the sampling was adequate. Also, we used Barlett's test of sphericity to test that our correlation matrix was an identity matrix that shows whether the variables are unrelated and therefore unsuitable for structure detection. According to Barlett's test result, the structure was significant (Barlett's $\chi^2 = 1587.25$, $p = 0.01$), which indicated that factor analysis might be useful with our data.

Table B. *EI Scale Model Fit Indices*

Fit Indices	Values	Interpretation	Perfect Values	Acceptable Values
¹ χ^2/df	2.21	Perfect	$0 \leq \chi^2/df \leq 2$	$2 \leq \chi^2/sd \leq 3$
² AGFI	0.96	Perfect	$.90 \leq AGFI \leq 1.00$	$.85 \leq AGFI \leq .90$
³ GFI	0.92	Acceptable	$.95 \leq GFI \leq 1.00$	$.90 \leq GFI \leq .95$
³ CFI	0.93	Acceptable	$.95 \leq CFI \leq 1.00$	$.90 \leq CFI \leq .95$
³ IFI	0.91	Acceptable	$.95 \leq IFI \leq 1.00$	$.90 \leq IFI \leq .95$
⁴ RMSEA	0.07	Acceptable	$.00 \leq RMSEA \leq .05$	$.05 \leq RMSEA \leq .08$
⁴ SRMR	0.06	Acceptable	$.00 \leq SRMR \leq .05$	$.05 \leq SRMR \leq .10$
⁵ PNFI	0.77	Acceptable	$.95 \leq PNFI \leq 1.00$	$.50 \leq PNFI \leq .95$
⁶ PGFI	0.66	Acceptable	$.95 \leq PGFI \leq 1.00$	$.50 \leq PGFI \leq .95$

OCB Scale. In the confirmatory factor analysis study, which was applied to the scale with five factors, similar to the original form of the OCB scale, it was observed that no item contributed to the scale statistically at the 95% confidence level ($p < 0.05$). The scale consists of the sub-dimensions of. CFA results for our OCB scale that consists of five subscales; Altruism (AT), Conscientiousness' (CN), Sportsmanship (ST), Courtesy (CT), Civic Virtue (CV), showed that χ^2/df and AGFI values have the perfect value levels of fit, whereas GFI, CFI, IFI, RMSEA, SRMR, PNFI, and PGFI, have acceptable value levels of fit. The results of confirmatory factor analysis revealed a clear adequate model fit for the EI scale, $\chi^2/df = 1.92$, AGFI = .97, GFI = .90, CFI = .92, IFI = .93, RMSEA = .06, SRMR = .06, PNFI = .74, and PGFI = .64. The five-factor structure accounted approximately 76% of the total variance above the acceptable level of 40%.

In addition to that, our results showed that the general reliability level of the scale was 0.89, which is quite reliable. When we examined each factor, we saw that the explained variance percentage of AT, CN, ST, CT and CV were 16%, 16%, 15%, 15% and 14%, respectively. Also, the internal consistency values were .76 for AT, .75 for CN, .74 for ST, .74 for CT and .73 for CV. In the current study, to measure how suited our data is for factor analysis, we used the KMO test. Our KMO value was 0.87, which indicates the sampling was adequate.

Moreover, we used Barlett's test of sphericity to test that our correlation matrix was an identity matrix that shows whether the variables are unrelated and therefore unsuitable for structure detection. According to Barlett's test result, explained the structure was significant (Barlett's $\chi^2 = 1598.74$, $p = 0.01$), which indicated that factor analysis might be useful with our data.

Personality Scale. In the first confirmatory factor analysis study, which was applied with 2 factors and 24 items, namely the person scale Extraversion and Negative Emotion, it was observed that the scale contribution of any item was statistically at the 95% confidence level ($p < 0.05$). CFA results for our personality scale that consists of 2 subscales; extraversion and neuroticism showed that all χ^2/df , AGFI,

Table C. *OCB Scale Model Fit Indices*

Fit Indices	Values	Interpretation	Perfect Values	Acceptable Values
¹ χ^2/df	1.92	Perfect	$0 \leq \chi^2/df \leq 2$	$2 \leq \chi^2/df \leq 3$
² AGFI	0.97	Perfect	$.90 \leq AGFI \leq 1.00$	$.85 \leq AGFI \leq .90$
³ GFI	0.90	Acceptable	$.95 \leq GFI \leq 1.00$	$.90 \leq GFI \leq .95$
³ CFI	0.92	Acceptable	$.95 \leq CFI \leq 1.00$	$.90 \leq CFI \leq .95$
³ IFI	0.93	Acceptable	$.95 \leq IFI \leq 1.00$	$.90 \leq IFI \leq .95$
⁴ RMSEA A	0.06	Acceptable	$.00 \leq RMSEA \leq .05$	$.05 \leq RMSEA \leq .08$
⁴ SRMR	0.06	Acceptable	$.00 \leq SRMR \leq .05$	$.05 \leq SRMR \leq .10$
⁵ PNFI	0.74	Acceptable	$.95 \leq PNFI \leq 1.00$	$.50 \leq PNFI \leq .95$
⁶ PGFI	0.64	Acceptable	$.95 \leq PGFI \leq 1.00$	$.50 \leq PGFI \leq .95$

GFI, CFI, IFI, RMSEA, SRMR, PNFI, and PGFI values have acceptable levels of fit. The results of confirmatory factor analysis revealed a clear adequate model fit for the EI scale, $\chi^2/df = 2.24$, AGFI = .86, GFI= .95, CFI= .91, IFI= .91, RMSEA= .06, SRMR= .05, PNFI= .72, and PGFI=.74. The two-factor structure accounted approximately 66% of the total variance. In addition to that, our results showed that the general reliability level of the scale was 0.90, which is quite reliable. When we examined each factor, we saw that the explained variance percentage of extraversion and neuroticism were 34% and 32%, respectively.

Also, the internal consistency values were .81 for extraversion and .73 for neuroticism. In the current study, to measure how suited our data is for factor analysis, we used the KMO test. Our KMO value was 0.88, which indicates the sampling was adequate. Also, we used Barlett's test of sphericity to test that our correlation matrix was an identity matrix that shows whether the variables are unrelated and therefore unsuitable for structure detection. According to Barlett's test result, the structure was significant (Barlett's $\chi^2 = 1622.47$, $p = 0.01$), which indicated that factor analysis might be useful with our data.

Table D. *Personality Scale Model Fit Indices*

Fit Indices	Values	Interpretation	Perfect Values	Acceptable Values
¹ χ^2/df	2.24	Acceptable	$0 \leq \chi^2/df \leq 2$	$2 \leq \chi^2/df \leq 3$
² AGFI	0.86	Acceptable	$.90 \leq AGFI \leq 1.00$	$.85 \leq AGFI \leq .90$
³ GFI	0.95	Acceptable	$.95 \leq GFI \leq 1.00$	$.90 \leq GFI \leq .95$
³ CFI	0.91	Acceptable	$.95 \leq CFI \leq 1.00$	$.90 \leq CFI \leq .95$
³ IFI	0.91	Acceptable	$.95 \leq IFI \leq 1.00$	$.90 \leq IFI \leq .95$
⁴ RMSEA	0.06	Acceptable	$.00 \leq RMSEA \leq .05$	$.05 \leq RMSEA \leq .08$
⁴ SRMR	0.05	Acceptable	$.00 \leq SRMR \leq .05$	$.05 \leq SRMR \leq .10$
⁵ PNFI	0.72	Acceptable	$.95 \leq PNFI \leq 1.00$	$.50 \leq PNFI \leq .95$
⁶ PGFI	0.74	Acceptable	$.95 \leq PGFI \leq 1.00$	$.50 \leq PGFI \leq .95$

Creativity Scale. In the confirmatory factor analysis study, which was applied to the creativity scale, it was observed that no item contributed to the scale statistically at the 95% confidence level ($p < 0.05$). The scale consists of 13 items in one dimension. The results of confirmatory factor analysis revealed a clear adequate model fit for the creativity scale, $\chi^2/df = 2.56$, AGFI = .63, GFI= .92, CFI= .94, IFI= .93, RMSEA= .05, SRMR= .05, PNFI= .63, and PGFI=.64. The explained variance constitutes approximately 45% of the total variance. In addition to that, our results showed that the general reliability level of the scale was 0.83, which is quite reliable. In the current study, to measure how suited our data is for factor analysis, we used the KMO test. Our KMO value was 0.81, which indicates the sampling was adequate. Also, we used Barlett's test of sphericity to test that our correlation matrix was an identity matrix that shows whether the variables are unrelated and therefore unsuitable for structure detection. According to Barlett's test result, the structure was significant (Barlett's $\chi^2 = 1252.07$ $p < .01$), which indicated that factor analysis might be useful with our data.

Table E. *Creativity Scale Model Fit Indices*

Fit Indices	Values	Interpretation	Perfect Values	Acceptable Values
¹ χ^2/sd	2.56	Acceptable	$0 \leq \chi^2/\text{sd} \leq 2$	$2 \leq \chi^2/\text{sd} \leq 3$
² AGFI	0.63	Acceptable	$.90 \leq \text{AGFI} \leq 1.00$	$.85 \leq \text{AGFI} \leq .90$
³ GFI	0.92	Acceptable	$.95 \leq \text{GFI} \leq 1.00$	$.90 \leq \text{GFI} \leq .95$
³ CFI	0.94	Acceptable	$.95 \leq \text{CFI} \leq 1.00$	$.90 \leq \text{CFI} \leq .95$
³ IFI	0.93	Acceptable	$.95 \leq \text{IFI} \leq 1.00$	$.90 \leq \text{IFI} \leq .95$
⁴ RMSEA A	0.05	Acceptable	$.00 \leq \text{RMSEA} \leq .05$	$.05 \leq \text{RMSEA} \leq .08$
⁴ SRMR	0.05	Acceptable	$.00 \leq \text{SRMR} \leq .05$	$.05 \leq \text{SRMR} \leq .10$
⁵ PNFI	0.63	Acceptable	$.95 \leq \text{PNFI} \leq 1.00$	$.50 \leq \text{PNFI} \leq .95$
⁶ PGFI	0.64	Acceptable	$.95 \leq \text{PGFI} \leq 1.00$	$.50 \leq \text{PGFI} \leq .95$

Also, as seen in Table F., smaller χ^2/df values are indicator of well-fitting model and study's four factor model has the smallest χ^2/df value. Results indicated that four factor model (TI, JS, OCB and job performance) fitted the data better than the other three models that reduced the number of factors by combining some of the variables into one.

Table F. Results of Confirmatory Factor Analysis

Model	χ^2	df	χ^2/df	CFI	GFI	RMSEA
Four-factor model	3296.16	1537	2.145	.519	.482	.101
*Three-factor model	3349.06	1537	2.179	.504	.469	.103
**Two-factor model	3777.56	1538	2.456	.388	.362	.114
One-factor model	4059.00	1539	2.637	.311	.289	.121

*This model combines turnover intention and job satisfaction into one factor.

** This model combines turnover intention, job satisfaction and OCB into one factor.

H. CORRELATIONS OF SUB-DIMENSIONS

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. Transformational Leadership	1													
2. Extraversion	.10	1												
3. Neuroticism	-.22*	-.39**	1											
4. Job Satisfaction	.41**	.18	-.36**	1										
5. Turnover Intention	-.38**	-.22*	.27**	-.64**	1									
6. Altruism (AT)	.29**	.32**	-.37**	.33**	-.20*	1								
7. Conscientiousness (CN)	.35**	.22*	-.28**	.28**	-.16	.67**	1							
8. Sportsmanship (ST)	.24**	.33**	-.51**	.34**	-.27**	.70**	.55**	1						
9. Courtesy (CT)	.31**	.23**	-.27**	.32**	-.11	.76**	.65**	.58**	1					
10. Civic Virtue (CV)	.42**	.33**	-.40**	.55**	-.30**	.54**	.53**	.54**	.57**	1				
11. Optimism	-.08	-.05	.09	-.02	.09	-.06	-.17	-.12	-.03	.01	1			
12. Mood Regulation	.17	.22*	-.04	.21*	-.24**	.02	.10	.08	-.02	.07	-.12	1		
13. Utilization of Emotions	-.14	-.06	-.05	.03	-.13	-.21*	-.26**	-.17	-.18	-.17	.43**	-.09	1	
14. Job Performance	.25**	.00	-.04	.21*	-.12	-.05	.01	-.07	.02	.06	.01	.03	.06	1

I. TURKISH SUMMARY / TRKE ZET

Giriř

rgtlerin rekabet avantajı, deęiřime uyum saęlama, etkin alıřma, teknolojiyi geliřtirme, mřteri ve alıřan memnuniyetini artırma ve tm bunları etkin bir liderlik tarzıyla ynetme derecesine baęlıdır. Hızlı bir deęiřime maruz kaldıęımız gnmz dnyasında, liderlik yetkinlikleri bu deęiřimi anlamak ve organizasyonlar iinde mmkn olan en etkin biimde ynetebilmek iin ortak ve nemli bir ihtiya haline gelmiřtir.

O halde, 'bir lideri etkili kılan nedir?' Sorusu nemli bir arařtırma sorusu olarak karřımıza ıkıyor. Alan yazında yapılan arařtırmalar, etkili liderlerin alıřanları istenen rgtsel sonulara ulařmak amacıyla etkiledięini ve etkili bir liderlik tarzı olmadan rgtlerin bařarısız olma olasılıęının yksek olduęunu gstermektedir (Eberly et al., 2017; Ayman et al., 2018; Bass,1985; Barling et al.,1996; Gardner et al., 2020; Sturm et al., 2014; Zaccoro, 2001). Yirmi yıllık liderlik incelemelerinde Gardner ve dięerleri (2020), liderlik zerine arařtırmaların nemli lde bydęne, dnyanın her yerinden hem arařtırmacıların hem de uygulayıcıların ilgisini ektięine ve dnřmc liderlik teorisinin liderlik arařtırmalarında temel bir tař olarak grndęne dikkat ekmiřtir.

Alan yazından dnřmc liderlik ile arzu edilen rgtsel sonular arasındaki iliřkinin iyi kurulduęunu biliyoruz. Ayrıca, arařtırmacılar duygusal zeka ve etkili liderlik kavramlarını da bir arada ele alarak pek ok arařtırma yapmıřlardır. Goleman (1998), "en etkili liderlerin nemli bir benzerlięi olduęunu; hepsinin yksek derecede duygusal zekaya dereceye sahip olduęunu" sylemiřtir. Yapılan alıřmalar, etkili liderlerin insan doęasını daha derinden anlamaları ve bařkalarının duygularını etkileme yetenekleri nedeniyle performans ve motivasyon (Carmeli ve dięerleri, 2006; George, 2000; Humphrey, 2002) gibi rgtsel sonular zerinde olumlu

etkilerinin olduğunu göstermektedir. Söz konusu örgütsel sonuçlara ek olarak, liderliğin lider ve takipçi arasında karşılıklı bir ilişki olduğunu ve çalışanların lider hakkındaki algılarının ve liderlik niteliklerine ilişkin değerlendirmelerinin esas olduğu da bilinmektedir.

Bununla birlikte, geçmiş araştırmalar, liderin duygusal zekasının örgütsel sonuçları nasıl etkilediği ve çalışanların liderlerinin dönüşümcü liderlik (dönüşümcü liderlik) niteliklerini ne şekilde algıladıkları hakkında fazla bir şey bilmediğimizi göstermektedir (Kaiser et al., 2008). Bu faktörleri (liderliğin etkinliği, liderlerin duygusal zekası, liderlik tarzları, çalışanların algıları ve örgütsel sonuçlar) birlikte göz önünde bulundurarak ilişkilerini anlamak ve organizasyonlarda liderlik hakkında değerli bilgiler elde etmek için daha fazla araştırma yapmak ihtiyacı esastır. Bu çalışmanın amacı, lider-takipçi etkileşimi ile belli başlı örgütsel sonuçlar arasındaki ilişkiyi incelemek ve liderin duygusal zekasının algılanan dönüşümcü liderlik ile örgütsel sonuçlar (iş performansı, iş tatmini, yaratıcılık, işten ayrılma niyeti ve örgütsel vatandaşlık davranışı) arasındaki ilişkiyi nasıl etkilediğini anlamaktır.

Dönüşümcü Liderlik

Dönüşümcü liderlik teorisi, 40 yıldan fazla bir süre önce ortaya atılmış ve önemli ölçüde bilimsel ilgi görmüştür. Hala liderlik alanında çalışan araştırmacıların en aktif olarak araştırdıkları konulardan biridir (Day et al.,2012; Dinh et al., 2014; Northouse, 2016). Dönüşümcü liderlik kavramı ilk olarak Burns (1978) tarafından ortaya atılmış ve Bass (1985) ve Avolio (1988) gibi araştırmacılar tarafından geliştirilmeye devam etmiştir. Dönüşümcü liderlik, çalışanların potansiyelin geliştirmeyi teşvik eder ve örgütsel bağlılıklarını artırır. Alan yazında dönüşümcü liderlik, çalışan memnuniyeti, örgütsel bağlılık, liderden memnuniyet, ekstra iş performansı, daha düşük işten ayrılma niyeti, yaratıcılık ve performans gibi birçok olumlu kişisel ve örgütsel sonuçla ilişkilendirilmiştir (Bass, 1985; Carlos et. al, 2000; Yukl, 2002).

Dönüşümcü liderliğin dört ana boyutu vardır: karizma veya idealleştirilmiş etki, esin kaynağı olma, entelektüel uyarım ve bireyselleştirilmiş ilgi (Avolio ve Bass, 1991). İdealleştirilmiş etki, lider karizmatik bir rol model olarak hareket ettiğinde ve astları tarafından saygı gördüğünde ortaya çıkar. Esin kaynağı olma, astların çalışmalarına anlam verme, net bir vizyon geliştirme ve çalışanlarına karşı yüksek beklentiler içerisinde olma gibi liderlik davranışlarını ifade eder. Entelektüel uyarım, çalışanları mevcut durumlara veya varsayımlara meydan okumaya, sorunları yeniden ele almaya, yaratıcı ve yenilikçi bir şekilde çalışmanın yeni yollarını bulmaya teşvik etmeyi içerir. Son olarak, bireyselleştirilmiş ilgi, çalışanların gelişim ve başarıları için kişisel ihtiyaç ve yeteneklerini dikkate alan koçluk ve mentorluk davranışını kapsar (Bass, 1985). Gellis'e (2001) göre, dönüşümcü liderliğin dört ana boyutu birbiriyle bağlantılıdır ve performans üzerinde beklentilerin ötesinde ek bir etki yaratmak için birlikte var olmaları, bir arada hareket etmeleri gerekir.

Bass, "Beklentilerin Ötesinde Liderlik" (1985) adlı ünlü kitabında karizmanın dönüşümcü liderliğin en önemli özelliklerinden birisi olduğunu vurgulamıştır. Liderlik alanında yapılan bazı araştırmalar, karizmatik liderlik ve dönüşümcü liderlik özellikleri arasındaki benzerliklerin ve deneysel örtüşmenin altını çizdi (House et al.,1993; Hunt, 1999; Kirkpatrick et al., 1996; Shamir et al.,1993). Hunter ve Conger (1999), biraz daha ileri taşıyarak bu iki terimin eşanlamlı olarak kullanılabileceğini öne sürmüştür. Hem dönüşümcü hem de karizmatik liderlik, etki ve motivasyon yoluyla astlarının yetkinliğini ve özerkliğini artırabilir. Karizma olarak da bilinen idealleştirilmiş etki, "çalışanları üzerinde derin ve olağanüstü etkileri olan liderleri tanımlamak için kullanılır" olarak tanımlanmaktadır (Bass, 1985). Takipçiler bu liderleri rol model olarak idealize ederler. Bu güçlü ve kendine güvenen liderler, çalışanlarına bir vizyon ve amaç sağlar, kararlarının ahlaki ve etik sonuçlarını dikkate alırlar. Teorik olarak, bu liderler, çalışanlarında başarı, bağlılık veya güç gibi güdüler uyandırarak çalışanlarını organizasyonun misyonuna odaklar. Dönüşümcü liderliğin farklı örgütsel sonuçlar üzerindeki etkisini bir sonraki bölümde detaylı olarak ele aldık.

Dönüşümcü Liderliğin Örgütsel Sonuçlara Etkisi

Dönüşümcü liderlerin çalışanlarını etkileyerek kurumsal performansı geliştirdiği inancı, araştırma ve uygulamalar için ikna edici bir kavramsal temel sağlar. Görgül çalışmalar, dönüşümcü liderler ile bireyler, gruplar ve örgütsel sonuçlar arasındaki bağlantıları destekleyerek dönüşümcü liderliği temel bir yapı haline getirmektedir. (Siangchokyoo et al., 2019). Çok sayıda çalışma, dönüşümcü liderlik ile performans, işe tatmini, örgütsel bağlılık, örgütsel vatandaşlık davranışı ve işten ayrılma niyeti gibi temel örgütsel sonuçlar arasında orta ila güçlü ilişkiler olduğunu tutarlı bir şekilde bulmuştur (örn., Bycio ve meslektaşları, 1995; DeRue ve meslektaşları, 2011; G. Wang ve meslektaşları, 2011; Hater&Bass, 1998; Howell & Avolio, 1993; Judge & Piccolo, 2004; Koh ve meslektaşları, 1995; Lowe ve meslektaşları, 1996). Bu çalışmada, algılanan dönüşümcü liderlik ile iş performansı, iş tatmini, örgütsel vatandaşlık davranışı ve işten ayrılma niyeti değişkenleri arasındaki ilişkiyi inceledik ve hipotez 1' i aşağıdaki şekilde tanımladık;

Hipotez 1: Algılanan dönüşümcü liderlik ile örgütsel sonuçlar arasında istatistiksel olarak anlamlı bir ilişki vardır. Bu ilişki, örgütsel çıktılar olumlu olduğunda (iş tatmini, iş performansı, örgütsel vatandaşlık davranışı) pozitif, örgütsel çıktılar olumsuz olduğunda ise (işten ayrılma niyeti) negatiftir.

Modelimizde ayrıca dönüşümcü liderliğin çalışanın yaratıcılık seviyeleri üzerindeki etkisini de bir araştırma sorusu olarak ele aldık;

Araştırma Sorusu: Algılanan dönüşümcü liderlik ile çalışan yaratıcılık özellikleri arasında pozitif yönde anlamlı bir ilişki vardır.

Liderin Duygusal Zekasının Rolü

Son on yılda, duygusal zekanın örgütsel sonuçlar üzerindeki etkisi konusunda pek çok araştırma yapılmıştır. Araştırmacılar, duygusal zekası yüksek olan liderlerin bu yetkinliğe sahip olmayan liderlerden daha başarılı olup olmadığını araştırdılar.

Duygusal zeka kavramı ilk olarak Salovey ve Mayer (1990) tarafından "kişinin kendisinin ve başkalarının duygularını izleme, bunlar arasında ayırım yapma ve bu bilgiyi kişinin düşünce ve eylemlerini yönlendirmek için kullanma yeteneğini içeren sosyal zekanın bir alt kümesi" olarak tanımlanmıştır. George, (2000), bireylerin duygularını bilişsel olarak yönetebileceklerini öne sürmüştür. Mayer ve Salovey'e (1997) göre, duygularla ilgili dört temel psikolojik süreç vardır; duyguları tanımlamak, duyguları kullanmak, duyguları anlamak ve duyguları yönetmek. Sosik ve Megarian (1999), duygusal zekayı dönüştürücü liderliği kolaylaştıran bir faktör olarak ele alarak, dönüştürücü liderlerin neden duygusal zekaya ihtiyaç duyabileceklerini açıklamaya çalıştılar. İlk olarak, çalışanlarını bireysel olarak değerlendiren dönüştürücü liderler için duyguları anlamak gerekli olabilir. İkincisi, duyguları yönetmek, yeni fikirleri ifade eden ve üreten çalışanlarda olumlu etki ve güveni teşvik edebilir. Üçüncüsü, öz-farkındalığa sahip liderler, ortalamadan daha dikkat çekici bir amaç ve anlam duygusuna sahip olabilirler. Dördüncüsü, duygusal yönetimde yetenekli liderlerin kişisel ihtiyaçlarından önce başkalarının ihtiyaçlarını dikkate alma olasılıkları daha yüksektir. George (2000), dönüştürücü liderlerin esin kaynağı olmak için duygusal çekiciliği kullanabileceklerini savunmuştur.

Araştırmacılar, duygusal zeka ve etkili liderlik kavramlarını bir arada ele almışlardır. Duygusal zekanın ana boyutlarından birisi, yaşam kalitesine olumlu etki eden duygu düzenlemesidir. Bu olumlu etki, çalışanları örgüte daha bağlı hale getirmekte ve işten ayrılma olasılıklarını azaltmalıdır. Carmeli (2003), duygusal zeka ile çalışanların işi bırakma niyetleri arasında, duygusal zekanın değerli organizasyon üyelerini elde tutmada sahip olabileceği kritik rolün altını çizen doğrudan ve önemli bir negatif ilişki olduğunu bildirmiştir. Miao, Humphrey ve Qian'ın duygusal duygusal zeka ve çalışanların iş tatmini arasında pozitif bir ilişki olduğunu göstermiştir. Ayrıca Kafetsios, Nezlek ve Vassiou (2011) yöneticilerin duygusal zeka becerilerinin çalışanların duygusal durumları ve iş tatminleri ile ilişkili olduğunu belirtmişlerdir. Meta-analiz çalışmalarında Miao ve meslektaşları (2016), liderlerin duygusal zekasının, astların kendi duygusal zekasını kontrol edildiğinde bile iş tatminini iyileştirebileceğini bulmuştur.

Dahası, liderlerin duygusal zekasının çalışan performansı üzerinde önemli bir pozitif etkiye sahip olduğunu gösteren araştırmalar da bulunmaktadır. O'Boyle ve diğerleri (2011), duygusal zekası yüksek olan liderlerin, çalışanlarının davranışları altında yatan güdüsel faktörleri bildiğini savunmuştur. Böylece, bu liderlerin astlarının performansını artıracak yolların farkında olmaları kuvvetle muhtemeldir. Liderlerin duygusal zekası ile ilgili yapılan diğer çalışmalar ise duygusal zekası yüksek olan liderlerin insan doğasını daha derinden anlamaları ve diğerlerinin duygularını etkileme yetenekleri nedeniyle çalışanların motivasyonu üzerinde önemli bir etkiye sahip oldukları da vurgulanmıştır (Carmeli ve Josman, 2006; George, 2000; Humphrey, 2002). Ayrıca, liderlerin duygusal zekasının, çalışanların örgütsel vatandaşlık davranışı üzerinde önemli bir olumlu etkisi olduğu da bulunmuştur. Organ (1997), örgütsel vatandaşlık davranışının "görev performansının gerçekleştiği sosyal ve psikolojik ortamı destekleyen performans" olduğunu iddia etmiştir. Bu iddia, sosyal ve psikolojik çevreye odaklanan ve örgütsel vatandaşlık davranışını, duygusal zeka kavramının sosyal ve psikolojik becerileriyle oldukça ilişkili kılan yeni bir kavram olarak örgütsel vatandaşlık davranışının yeniden kavramsallaştırılması anlamını taşımaktadır.

Bazı araştırmacılar “dönüşümcü liderliğin özünde duygusal zeka ile ilişkili olduğunu” (Ashkanasy ve Tse, 2000, s. 232) ve “dönüşümcü liderliğin bileşenlerinin duygusal zekanın temel bileşenlerine benzediğini” (Ashkanasy, Hartel ve Daus, 2002, s. 325) söylese de , dönüşümcü liderlik ve duygusal zeka arasındaki ilişkiye ilgili olarak bazı tartışmalı bulgular da vardır (Brown, Bryant & Reilly, 2006; Føllesdal, H., & Hagtvet; Sosik & Megarian, 1999; Weinberger, 2004).

Liderlik, lider ve çalışan arasındaki bir tür sosyal etkileşimdir ve duygusal zekanın dönüşümcü liderlik ile örgütsel sonuçlar arasındaki ilişkiye aracılık etmesinin anlamlı nedenleri vardır. Barbuto ve meslektaşları (2006), liderlerin duygusal zekası ile dönüşümcü liderlik davranışlarını öz değerlendirme ve takipçi değerlendirmesi arasındaki fark açısından ele almıştır. Duygusal zekanın tüm boyutlarının öz değerlendirmesi ile dönüşümcü liderlik arasında istatistiksel olarak anlamlı bir ilişkili olmasına rağmen (r değerleri .21 ile .49 arasında değişmektedir, $p < .01$), çalışanın

dönüşümcü liderlik algısı baz alındığında korelasyon değerlerinin daha zayıf olduğunu bulmuşlardır. (Bireyselleştirilmiş düşünce için $r=.13$, $p<.05$, esin kaynağı olmak için $r=.12$, $p<.05$).

Bu çalışmada, aracı faktör olarak liderin duygusal zekasına odaklandık. Çalışanların dönüşümcü liderlik algıları ile liderin duygusal zekası arasındaki ilişkiyi araştırmak için farklı değerlendirme kaynaklarını kullanarak dönüşümcü liderlik alan yazınına benzersiz bir katkı yapmayı amaçladık. Hipotez 2 ve 3'ü aşağıdaki şekilde varsaydık.

Hipotez 2: Çalışanların dönüşümcü liderlik algıları ile liderin duygusal zekası arasında istatistiksel olarak anlamlı ve pozitif bir ilişki vardır.

Takipçi Kişiliğinin (Dışadönüklük ve Nevrotiklik) Düzenleyici Etkisi

Araştırmalar, kişilik özelliklerinin hem liderlik tarzları hem de örgütsel sonuçlar üzerinde güçlü bir etkiye sahip olduğunu göstermektedir. Takipçi merkezli bakış açısı, belirli liderlik stillerinin başarısındaki açıklanamayan varyansı anlamak için takipçi algılarının gerekli olabileceğini öne sürmektedir (Chemers, 2000; Lord ve diğerleri, 1999). Takipçilerin özellikleri sadece liderlik algısını değil aynı zamanda belirli bir tarzın kabulünü de etkileyebilir. Keller (1999), çalışanların kişilik özelliklerinin, takipçi ve lider arasındaki algılanan benzerliğe dayalı olarak karizmatik ve dönüşümcü liderlik tercihlerini etkilediğini bulmuştur. Felfe ve Schyns (2006) ile Bono ve Judge (2004) çalışmalarında dönüşümcü liderlik özelliklerine benzer kişilik özellikleri gösteren çalışanların liderlerini daha dönüşümcü olarak algılayacaklarını bulmuşlardır. Bu nedenle hem liderin hem de takipçinin kişiliğine daha yakından bakmak, belirli liderlik stilleri için tercihleri açıklamak konusunda yardımcı olabilir.

Liderin kişiliğiyle ilgili geçmişteki araştırmalar, büyük beşli kişiliğin bazı boyutlarının dönüşümcü liderlikle ilgili olduğunu göstermiştir. Örneğin, Judge ve meslektaşları (2000) çalışmalarında dışadönüklük ve uyumluluğun dönüşümcü

liderliđi olumlu yönde yordadığını bulmuşlardır. Ancak nevroitiklik ve uzlaşmacılık dönüşümcü liderlik ile ilişkili bulunmamıştır.

Takipçinin kişiliğinin liderlerin algılanmasını ve kabulünü nasıl etkileyebileceğine dair hipotezler geliştirmek için lider ve takipçi arasındaki ilişki ile ilgilenen alan yazına başvurduğumuzda, Klein ve House (1998)'ın dönüşümcü liderler ve çalışanların özellikleri arasındaki ilişkiyi baz alan varsayılan benzerlik kuramı öne çıkmaktadır. Varsayılan benzerlik, kendine ve başkalarına benzer nitelikler atfetmeyi ifade eder. Bu teoriyi baz alarak, yüksek oranda dışa dönük ve düşük oranda nevroitik çalışanların liderlerini daha fazla dönüşümcü algılayacaklarını ve dönüşümcü liderlik stilinden daha fazla etkileneceğini söyleyebiliriz. Böyle bir algının ise pozitif örgütsel sonuçları daha olumlu etkilemesi beklenmektedir. Bu mantığı takiben, hipotez 3a ve 3 b'yi şöyle tanımlayabiliriz;

Hipotez 3a: Takipçinin dışa dönüklüğü, algılanan dönüşümcü liderlik ve olumlu örgütsel sonuçlar arasındaki ilişkide düzenleyicilik rolü üstlenir. Dönüşümcü liderlik ile performans, örgütsel vatandaşlık davranışı ve iş tatmini arasındaki ilişki, takipçi dışa dönüklüğü yüksek olduğunda daha güçlüdür.

Hipotez 3b: Takipçinin nevroitikliği, algılanan dönüşümcü liderlik ve olumsuz örgütsel sonuçlar arasındaki ilişkide düzenleyicilik rolü üstlenir. Dönüşümcü liderlik ile işten ayrılma niyeti arasındaki ilişki, takipçi nevroitikliği yüksek olduğunda daha güçlüdür.

Yöntem

Katılımcılar ve Prosedür

Katılımcılar, Ankara'da çeşitli şirketler ve farklı sektörlerde çalışan gönüllü beyaz yakalı çalışanlar ve onların yöneticileriydi. Survey Monkey online platformu üzerinden yönetici ve çalışanlar için iki farklı anket seti hazırlandı. ODTÜ Etik Kurulu'ndan izin aldıktan sonra (Bkz. Ek A). Yöneticilerden kendi kuruluşlarından

bir irtibat kişisi ayarlamalarını istedik. Katılımcılara çalışmanın amacı, ölçeklerin doldurulmasında dikkat edilmesi gereken noktalar, kodlama ve katılımcıların gizliliği ile ilgili hususlar ve araştırmacıların iletişim bilgilerinin yer aldığı aydınlatılmış onam formu verildi. İrtibat kişisine çalışma sürecini açıklayan ve olası katılımcıların isimleriyle eşleşen bir kodlama listesi oluşturmasını isteyen ayrıntılı bir e-posta gönderildi. Bu kodlama ile çalışanların isimlerini anonim tutarak doğrudan yöneticileri ile eşleştirmeyi hedefledik.

Anketler 50 yönetici ve 180 çalışana gönderildi. Yanıt oranları, yöneticiler için %90 (N=45) ve çalışanlar için %80 (N=143) idi. Ancak, 13 yönetici ve 30 çalışanın anketleri hatalı veya yanlış kodlama nedeniyle çıkarıldı. Sonuç olarak 33 yönetici ve 113 çalışan anketi ile devam ettik.

Ölçekler

Liderlik Tarzı. Çok Faktörlü Liderlik Anketinin (Bass & Avolio, 1995), literatürde standart Türkçe uyarlaması bulunamadığından Dönmez'in çalışması (2014) izin alınarak kullanılmıştır. Dönüşümcü liderlik alt ölçeğinde bulunan 26 madde, 5'li ölçek ile kullanılmıştır (1= kesinlikle katılmıyorum; 5 = kesinlikle katılıyorum). Veriler çalışanlardan toplanmıştır. Çalışmasında Türkçe ve İngilizce maddeler arasında kabul edilebilir düzeyde korelasyon olduğu ve dönüşümcü liderlik ölçeği için Cronbach's α değeri .96 olarak bulunmuştur. Örnek madde; "Yöneticim, bize özelliklerimizi ve yeteneklerimizi hatırlatarak yapabileceğimiz ve başarabileceğimiz şeylerle ilgili bizi heyecanlandırır." Ölçek için Ek C' ye bakınız.

İş performansı. Performans (Befort & Hattrup, 2003) bu çalışmada hem görev hem de bağlamsal performansa dayalı olarak ölçülmüştür. 2005 yılında Karakurum tarafından Türkçe'ye uyarlanan ve 11 maddeden oluşan ölçek kullanılmıştır. Görev performansı, bağlamsal performans ve genel iş performansı için Cronbach's α sırasıyla .81, .80 ve .85 olarak rapor edilmiştir. Yöneticilerden, çalışanların iş performanslarını (1) kesinlikle katılmıyorum ile (5) kesinlikle katılıyorum arasında değişen 5'li Likert ölçeğinde derecelendirmeleri istenmiş ve orijinal ölçek yöneticiler

için yeniden ifade edilmiştir. Örnek madde; "Çalışanım yüksek kalitede iş ortaya koyar." Ölçek için Ek D' ye bakınız.

İş tatmini. Minnesota Memnuniyet Anketinin kısa versiyonu (Weiss, Dawis, England ve Lofquist, 1967) 20 maddeden oluşmaktadır. Bu çalışmada, çalışanın iş tatminini ölçmek için 6 maddeden oluşan MSQ ölçeğinin daha kısa versiyonu kullanılmıştır. Takipçilerden iş tatminlerini (1) kesinlikle katılmıyorum ile (5) kesinlikle katılıyorum arasında değişen 5'li Likert ölçeğinde bildirmeleri istendi. Bu anketin Türkçe versiyonu Baycan (1985) tarafından Cronbach's α .77 olarak rapor edilmiştir. Örnek madde ;“Genel olarak yaptığım işi seviyorum” şeklindedir. Veriler çalışanlardan toplanmıştır. Ölçek için Ek C' ye bakınız.

Örgütsel Vatandaşlık Davranışı. Organ'ın (1988) beş boyutlu taksonomisine dayanmaktadır ve Podsakoff ve diğerleri tarafından benimsenmiştir. (1990). 24 maddeden oluşan bu ölçek Ünüvar (2006) tarafından Türkçeye uyarlanmıştır. Tüm ölçeğin Cronbach α değeri .83 olarak bulunmuştur. Çalışanlardan örgütsel vatandaşlık davranışlarını (1) kesinlikle katılmıyorum ile (5) kesinlikle katılıyorum arasında değişen 5'li Likert ölçeğinde bildirmeleri istendi. Örnek madde; “Başkalarının hakkını ihlal etmem”. Ölçek için Ek C' ye bakınız.

İşten ayrılma niyeti. Camman ve meslektaşlarının (1979), işten ayrılma niyeti değerlendirmek için kullanılan ölçeği 3 maddeden oluşmaktadır. Bu ölçeğin Türkçe versiyonu Örücü ve Özafşaroğlu (2013) tarafından geliştirilmiştir. Cronbach's α güvenirliği .92 olarak bildirilmiştir. Takipçilerden işten ayrılma niyetlerini (1) kesinlikle katılmıyorum ile (5) kesinlikle katılıyorum arasında değişen 5'li Likert ölçeğinde bildirmeleri istendi. Örnek madde “Sık sık işimi bırakmayı düşünüyorum” şeklindedir. Veriler çalışanlardan toplanmıştır. Ölçek için Ek C' ye bakınız.

Yaratıcılık. Gümüşlüoğlu ve İlsev (2007) tarafından Tierney, Farmer ve Graen (1999), Zhou ve George'un (2001) yaratıcılık ölçütlerinden uyarlanmıştır. Ölçek 13 maddeden oluşmaktadır. Yöneticilerden, çalışanlarının yaratıcılığını (1) kesinlikle katılmıyorum ile (5) kesinlikle katılıyorum arasında değişen 5'li Likert ölçeğinde

bildirmeleri istenmiştir. Cronbach's α güvenirliği .95 olarak bildirilmiştir. Örnek bir madde “Çalışanım iyi bir yeni fikir kaynağıdır”. Ölçek için Ek D’ ye bakınız.

Duygusal Zeka. Schutte'nin Duygusal Zeka Ölçeğinin değiştirilmiş bir versiyonunu kullanılmıştır (Austin, Saklofese, Huang & McKenney, 2004). Ölçek Türkçeye Tatar, Tok ve Saltukoğlu (2011) tarafından uyarlanmıştır. Çalışmalarında, ölçeğin tamamı için Cronbach's α iç tutarlılık için .82, alt ölçekler için Cronbach's α ise İyimserlik/Duygu Durumu Düzenleme için .75, Duyguların Kullanımı için .39 ve Duyguların Değerlendirilmesi için .76 olarak bulunmuştur. Ölçek 41 maddeden oluşmaktadır. Yöneticilerden 5 puanlık bir ölçekte kendi duygusal zeka özelliklerini bildirmeleri istenmiştir (1= kesinlikle katılmıyorum; 5 = kesinlikle katılıyorum). Örnek madde; "Bir sorunla karşılaştığımda, benzer durumları hatırlar ve üstesinden gelirim." Ölçek için Ek D’ ye bakınız.

Kişilik. Çalışanlara kişilik özelliklerini değerlendirmeleri için, Türkçesi Cemalciler ve meslektaşları (2017) tarafından uyarlanan Büyük Beş Envanteri (John & Srivastava, 1999) kullanılmıştır. Ölçek 60 maddeden oluşmaktadır. Bu çalışmada dışadönüklük (12 madde) ve nevroitiklik (12 madde) boyutları 5’li ölçekte (1 = kesinlikle katılmıyorum; 5 = kesinlikle katılıyorum) kullanılmıştır. Dışa dönüklük ölçeği için “Kendimi konuşkan biri olarak görüyorum” ve nevroitiklik ölçeği için “Kendimi depresif biri olarak görüyorum” örnek maddelerdir. Ölçek için Ek C’ ye bakınız.

Sonuçlar

İstatistiksel Analiz

Hipotez testinden önce, değişkenlerin her biri, veri girişinin doğruluğu, minimum-maksimum değerler, eksik değerler ve Tabachnick ve Fidell (2019) tarafından önerildiği gibi çok değişkenli istatistiklerin varsayımları için SPSS aracılığıyla kontrol edildi. Ölçeklerimizin çoğu yaygın olarak kullanılan ölçekler olduğundan, bağımsız değişkenlerimiz normal dağılıma sahip olduğundan ve log dönüşüm analizi normallik sonuçlarımızı değiştirmediğinden verilerimizi dönüştürmedik

(Tabachnick ve Fidell, 2019). Toplam ölçeklerin güvenirlikleri, SPSS aracılığıyla Cronbach alfa iç tutarlılık güvenirlik analizi kullanılarak elde edilmiştir. Sonuçlarımız, Cronbach alfa değerlerinin dönüşümcü liderlik ölçeği için .97, duygusal zeka ölçeği için .84, örgütsel vatandaşlık davranışı ölçeği için .90, işten ayrılma niyeti ölçeği için .91, yaratıcılık ölçeği için .96, nevroitiklik ölçeği için .79 , dışa dönüklük ölçeği için .85, ve performans ölçeği için .86 ve iş tatmini ölçeği için .87 olduğunu gösterdi.

Korelasyon analizi sonuçlarına göre, algılanan dönüşümcü liderlik düzeyleri ile öz-değerlendirme duygusal zeka düzeyleri arasında anlamlı bir ilişki olmadığı görülmüştür. Ayrıca, algılanan dönüşümcü liderlik sonuçlarının, çalışanların nevroitiklik düzeyleri ($r = -.22, p < .05$) ve işten ayrılma niyeti ($r = -.38, p < .01$) ile negatif, çalışanların iş tatmini ($r = .41, p < .01$), iş performansı ($r = .25, p < .01$) ve örgütsel vatandaşlık davranışı seviyeleri ($r = .26, p < .01$) ile pozitif ilişkisi olduğu bulunmuştur.

Ancak, algılanan dönüşümcü liderlik ile çalışanların dışadönüklükleri, yönetici duygusal zekası ve çalışanların yaratıcılık seviyeleri arasında anlamlı bir ilişki bulunamamıştır. Yönetici duygusal zekası, yönetici yaşı ($r = .20, p < .05$) ve çalışan yaratıcılığı ($r = .21, p < .05$) ile pozitif, yönetici kıdemi ($r = -.37, p < .01$) ile negatif ilişkili bulunmuştur. Ayrıca yönetici duygusal zekası ve çalışanların örgütsel vatandaşlık davranışı seviyeleri arasında negatif anlamlı bir ilişki olduğu bulunmuştur ($r = -.21, p < .05$). Çalışan dışadönüklük düzeylerinin işten ayrılma niyeti ile negatif ($r = -.22, p < .05$) ve örgütsel vatandaşlık davranışı arasında pozitif korelasyon ($r = .35, p < .01$) bulunmuştur. Öte yandan, çalışanların nevroitiklik düzeyleri ile iş tatmini ($r = -.36, p < .01$) ve örgütsel vatandaşlık davranışı seviyeleri ($r = -.41, p < .01$) arasında negatif, işten ayrılma niyeti ile pozitif yönde ilişkili bulunmuştur. ($r = .27, p < .01$).

Hipotez Testi

Hipotez 1, 2 ve 3'ü araştırmak için, SPSS Proses Modeli 4 kullanılarak aracılık analizi yapıldı. Elde edilen verilere dayanan sonuçlara göre, çalışanların dönüşümcü liderlik algısının iş tatmini ($b = .39$, $t(111) = 3.42$, $p < .01$), iş performansı ($b = .19$, $t(111) = 2.67$, $p < .01$), örgütsel vatandaşlık davranışını ($b = .17$, $t(111) = 2.85$, $p < .01$) pozitif ve işten ayrılma niyetini ise negatif rağmen ($b = -.55$, $t(111) = -4.24$, $p < .01$) yordadığı bulunmuştur. Öte yandan, liderin duygusal zekasının doğrudan ya da aracılık etkisi ile sonuç değişkenleri üzerinde istatistiksel olarak anlamlı bir etkisi bulunmadığı gözlemlenmiştir.

Hipotez 3a ve 3b'yi test etmek için, Proses Modeli 1 kullanılarak moderasyon analizi yapıldı. Çalışanın nevrotik kişilik özelliğinin algılanan dönüşümcü liderlik ve işten ayrılma niyeti arasındaki düzenleyici etkisi ile ilgili hipotez desteklenemezken; çalışanın dışa dönüklüğünün algılanan dönüşümcü liderlik ile çalışan performansı arasında düzenleyici etkisi olduğu bulunmuştur ($b = -.23$, $t(111) = -2.11$, %95 GA $[-.4518, -.0177]$, $p < .01$). Ancak bu düzenleyicilik etkisinin yönü H3a'da beklediğimiz gibi değildi. Sonuçlar, söz konusu ilişkinin, dışadönüklük seviyeleri düşük çalışanlar için daha güçlü olduğunu gösterdi. Bu anlamda, çalışmaya konu olan örneklemde, dönüşümcü liderlerin ilham verici ve geliştirici özelliklerinin, çalışanlarının içe dönüklük seviyelerini dengeleyebildiğini, özgüven eksikliği, içe kapanıklık ve utangaçlık gibi eğilimlerine rağmen daha iyi performans sergilemelerine yol açtıklarını söyleyebiliriz.

Önemli Bulgular

Hipotez 1 ile ilgili olarak, mevcut çalışma sonuçları, dönüşümcü liderliğin olumlu örgütsel sonuçlarla (iş tatmini, iş performansı ve örgütsel vatandaşlık davranışı) pozitif, olumsuz örgütsel sonuçlarla (işten ayrılma niyeti) ise negatif olarak ilişkili olduğunu göstermiştir. Literatürdeki çalışmalara baktığımızda bu beklenen bir sonuçtu. Hater ve Bass'a (1998) göre, yöneticiler dönüşümcü liderlik nitelikleri gösterdiğinde çalışanlarının memnuniyetleri artar. Koh et al. (1995), dönüşümcü

liderliğin çalışanın örgütsel bağlılığı, örgütsel vatandaşlık davranışı seviyeleri ve performansı ile pozitif olarak ilişkili olduğunu bulmuştur. Hater & Bass (1988), Lok & Crawford (2004), Medley & Larochelle (1995), dönüşümcü liderliğin çalışanların iş tatminini artıran oldukça etkili bir liderlik türü olduğunu desteklemektedir. Erkutlu (2008) da bu bulguları Türkiye bağlamında desteklemiştir.

Daha önce de belirtildiği gibi liderlik, lider ile takipçisi arasında karşılıklı bir ilişkidir. dönüşümcü liderliğin temel örgütsel sonuçlar üzerindeki önemli etkisi göz önüne alındığında, takas ilkesi, sosyal etki sürecinde merkezi bir rol oynamaktadır (Cropanzano ve Mitchell, 2005). Sosyal takas teorisi (Blau, 1964), dönüşümcü liderliğin altında yatan süreci ve çeşitli örgütsel sonuçları daha iyi anlamak için en etkili çerçevelerden biri olarak kabul edilir. (Örneğin, Bycio, Hackett ve Allen, 1995; Dulebohn ve diğerleri, 2012; Harrison ve diğerleri, 2006; Hughes, Avey ve Nixon, 2010; Ilies ve diğerleri, 2009; Judge ve Piccolo, 2004; Maertz, Griffeth, Campbell ve Allen, 2007). Takipçilere iş kaynaklarının adil bir şekilde değiş tokuşunu sunan ve ekonomik değişim ilişkilerine katılan dönüşümcü liderlikle karşılaştırıldığında, dönüşümcü liderlik daha yüksek düzeydeki içsel ihtiyaçlara odaklanır. Kısa vadeli hedef ve çıkarların ötesine geçer (Judge & Piccolo, 2004). Bu bakış açısına göre, çalışanlar dönüşümcü liderleriyle sosyal takas ilişkisine girebilir ve davranışlarına örgütsel vatandaşlık davranışı sergileyerek karşılık verebilirler. Maertz ve arkadaşları, (2007), çalışanların doğrudan yöneticileri ile bir sosyal takas ilişkisine girerek, kişilerarası güven ve lider ile takipçisi arasında karşılıklı destek unsurlarının güçlendiğini, iş tatmininin arttığını ve işten ayrılma niyetinin azaldığını bulmuştur.

Hipotez 2, çalışanların dönüşümcü liderlik algıları ile liderin duygusal zekası arasında anlamlı bir pozitif ilişki olduğunu belirtmektedir. Bu hipotez, analizimizde desteklenmemiştir; bu, çalışmamızda çalışanların dönüşümcü liderlik algıları ile liderin duygusal zekası arasında anlamlı bir pozitif ilişki olmadığı anlamına gelir. Duygusal zeka ve liderlik etkinliği arasındaki ilişki hakkındaki araştırma sonuçları daha önce de belirttiğimiz gibi karışıktır. Bazı araştırmacılar “dönüşümcü liderliğin özünde duygusal zeka ile ilişkili olduğunu” (Ashkanasy & Tse, 2000, s. 232) belirtirken, bazı araştırmalar ise duygusal zekanın liderlikteki rolünü sorgulamışlar

(Føllesdal, H., & Hagtvet, K.,2013; Antonakis et al. (2009); Matthews, Zeidner & Roberts, 2004) duygusal zekanın bilimden çok mit gibi görüldüğünü ileri sürmüşlerdir. Bu çalışmada, duygusal zeka ve dönüşümcü liderlik arasında istatistiksel olarak anlamlı bir ilişki bulamayışımız, her çalışan grubunu bir lider ile eşleştiren veri setimizden kaynaklanıyor olabilir. Aynı lider duygusal zeka puanını, o lidere bağlı çalışan grubun her bir üyesi için tekrarlamamız, duygusal zeka değişkeni için düşük varyansa yol açmış olabilir. Analizimiz üç örnek grup için .05'ten daha düşük ICC değerleri gösterse de gelecekteki araştırmalar için grup bazlı HLM analizi düşünülebilir.

Özetlemek gerekirse, mevcut araştırma duygusal zeka ve dönüşümcü liderlik ile ilgili alan yazın ile tutarsız sonuçlara sahiptir. Toplam duygusal zeka ve dönüşümcü liderlik arasındaki ilişkiyi desteklemeyen bulgularımız, ilgili yazındaki tutarsız bulgulardan, örneklem büyüklüğü sınırlamalarından veya veri toplama için farklı kaynakların kullanılmasından kaynaklanıyor olabilir. Öte yandan, farklı duygusal zeka ve dönüşümcü liderlik ölçek kaynaklarının kullanılması, aynı kaynakla ilgili önyargıları ortadan kaldırmak için çalışmamızın güçlü bir yönü olarak kabul edilebilir.

Hipotez 3, liderin duygusal zekası ile olumlu örgütsel sonuçlar arasında anlamlı bir pozitif ilişki ve işten ayrılma niyeti ile negatif bir ilişki olduğunu belirtmektedir. Alan yazında, liderin duygusal zekasının, dönüşümcü liderlik ve örgütsel sonuçlar arasında bir aracılık görevi gördüğü ile ilgili kanıtlar olmasına rağmen, bulgularımız hipotez 3'ü desteklememiştir. Geçmiş çalışma bulgularının çoğu dönüşümcü liderlik ve duygusal zeka arasındaki ilişkiyi ve bunların olumlu örgütsel sonuçlar üzerindeki etkisini desteklemiştir (Carson, Carson ve Birkenmeier, 2000; Chang&Lee, 2007; Huy, 1999; Joseph ve Newman, 2010; Kafetsios, Nezlek ve Vassiou, 2011; O'Boyle ve diğerleri, 2011). Öte yandan, dönüşümcü liderlik ve duygusal zeka arasındaki ilişkinin bulgularının geçerliliğini potansiyel olarak baltalayan ortak yöntem varyansı (CMV) gibi metodolojik faktörler olabilir (Lindebaum ve diğerleri, 2010). Bu çalışmada çok kaynaklı bir değerlendirme kullanarak yöntem varyansı sorununun üstesinden gelmeyi amaçladık. Her ne kadar dönüşümcü liderlik ve duygusal zeka

arasındaki ilişki hakkındaki hipotezimizi destekleyememiş olsak da, bu çalışma, ilişkiyi farklı bir perspektiften inceleyen mevcut liderlik literatürüne bir katkı niteliğindedir. Bulgularımız, liderlerin duygusal zekaya yönelik öz değerlendirmeleri ile çalışanların liderlerinin dönüşümcü liderlik davranışlarını değerlendirmeleri arasında bir bağlantı olmadığını göstermektedir. Her şeyden önce, bu öz değerlendirme yanlılığı açısından kritik bir araştırma bulgusudur. Bireyler kişisel deneyimlerini anlatırken genellikle önyargılıdır. Örneğin, bilinçli ya da bilinçsiz pek çok birey sosyal istenirlik yanlılığından etkilenir. İkinci olarak, liderlik tarzları, çalışanların algıları açısından görecelidir. Takipçilerin liderlik algıları gibi diğer bilgilerle öz-değerlendirme verilerini birleştiren araştırmamız, çok yönlü bir değerlendirme ve konunun daha global bir resmini sunmaktadır.

Hipotez 3a ve 3b'yi, dönüşümcü liderlerine benzer kişilik özellikleri gösteren çalışanların liderlerini daha dönüşümcü olarak algıladıklarını iddia eden algılanan benzerlik teorisine dayandırdık (Felfe ve Schyns, 2006; Bono & Judge, 2004). Korelasyon analizi sonuçlarımız, dönüşümcü liderlik ile çalışanların nevroitiklik düzeyleri arasında ($r = -.22$, $p < .05$) beklendiği gibi anlamlı bir negatif ilişki olduğunu göstermiştir. Ancak dönüşümcü liderlik ile çalışanların dışa dönüklük düzeyleri arasında anlamlı bir pozitif ilişki bulunmamıştır.

Hipotez 3a'ya göre, çalışanın dışa dönüklüğünün dönüşümcü liderlik ile olumlu örgütsel sonuçlar arasında bir düzenleyici olarak hareket ettiğini öne sürdük. Ancak aracılık etkisi analizimizde bu hipotezimizi destekleyemedik. Dönüşümcü liderlik ve çalışan performansı ilişkisi üzerinde takipçi dışa dönüklüğünün anlamlı bir düzenleyici etkisi olduğunu bulmamıza rağmen, bu etkinin yönü varsayımlarımızın tersi yönünde çıkmıştır. Bulgularımız, düşük dışadönüklüğe sahip çalışanların, dönüşümcü liderlik puanları arttıkça performans düzeylerini daha fazla artırdığını göstermiştir. Buna karşılık, dışadönüklük düzeyi yüksek çalışanlar için iş performans puanları dönüşümcü liderlik düzeyine bağlı olarak daha az değişmiştir. Bulgularımız, dönüşümcü bir liderin içedönük çalışanlar üzerinde daha da olumlu bir etkiye sahip olabileceğini, çünkü onların eğilimlerinin (utangaçlık, geri çekilme ve yalnızlık) dönüşümcü liderlik niteliklerine (idealleştirilmiş etki, esin kaynağı

olma, entelektüel uyarım ve bireyselleştirilmiş değerlendirme) sahip bir lider tarafından en azından kısmen üstesinden gelinebileceğini göstermektedir.

Ek olarak, Hipotez 3b, çalışanın nevroitiklik düzeylerinin dönüşümcü liderlik ile olumsuz örgütsel sonuçlar arasındaki ilişkiyi düzenlediğini öne sürmektedir. Analizlerimizde hipotez 3b için istatistiksel bir destek bulunmamıştır. Dönüşümcü liderlik ve nevroitik kişiliğin ne olumsuz ne de olumlu örgütsel sonuçlar üzerinde anlamlı bir etkileşim etkisi olduğunu gözlemlemedik. Öte yandan, yapılan ek analizlerde dönüşümcü liderlik ve iş performansı üzerinde nevroitiklik özelliğinin pozitif bir etkisi olduğunu bulduk. Yani dönüşümcü liderler nevroitik olan çalışanlarının performansını olumlu yönde artırmaktadır.

Sınırlı bir kaynak olarak görülen dönüşümcü liderliğin kullanımı zaman, çaba ve belirli bir düzeyde öz kontrol gerektirir (Furtner, Baldegger ve Rauthmann, 2013; Baumeister, Bratslavsky, Muraven ve Tice, 1998). Bu nedenle, bulgularımızın da desteklediği gibi, etkili sonuçlar için dönüşümcü liderliğin en iyi ne zaman kullanıldığı da en az kullanılıyor olması kadar önemlidir. İş talepleri-kaynaklar modeline dayanarak (Bakker ve Demerouti, 2014; Demerouti, Bakker, Nachreiner ve Schaufeli, 2001), destekleyici ve ilham verici (Bass, 1985) dönüşümcü liderlerin, çalışanlar açısından değerli bir iş kaynağı rolü olduğunu söyleyebiliriz. Bu çerçeveyi kullanarak, dönüşümcü liderlerin yüksek zorluk talepleriyle (yani sosyal ve duygusal taleplerle) karşı karşıya kalan astları için iş performansını desteklediğini iddia edebiliriz. Daha az dışa dönük ve duygusal olarak istikrarsız olan çalışanlar için dönüşümcü liderlik davranışları temel bir iş kaynağı olarak hareket eder ve daha yüksek performans seviyeleri elde etmek için çalışanları destekler.

Son olarak, dönüşümcü liderlik ile çalışanların yaratıcılığı arasındaki ilişki hakkındaki araştırma sorumuzu destekleyemedik. Her ne kadar araştırmacılar, dönüşümcü liderliğin çalışanların farklı düşünmesini sağlayarak, yaratıcı bir çalışma ortamını teşvik ettiğini iddia etseler de (örn., Hage & Dewar, 1973; Maier, 1970; Avolio & Bass, 1988; Shamir, House, & Arthur, 1993; Sosik ve diğerleri, 1998), bu konudaki görgül bulgular oldukça azdır. Liderler, görevlerin doğası gereği

alıřanlarının yaratıcılık dzeylerini gzlemleyemeyebilirler. rneđin, Yuan ve Zhou (2002), katılımcılara verilen grevler daha sanatsal olduđunda (kolaj oluřturma veya hikaye yazma), katılımcıların zgnlđe daha fazla odaklanma eđiliminde olduklarını ne srmřlerdir. Buna karřılık, katılımcılara rutin bir iř problemi zme grevi verildiđinde, yaratıcılık dřer. Mumford ve meslektařları (1991), daha karmařık grevlerin tipik olarak daha fazla yaratıcılıđa izin verdiđini sylemiřtir. Bu alıřmada dnřmc liderlik ve takipi yaratıcılıđı arasında anlamlı bir iliřki bulamamıř olmamız, rneklemimizdeki iř grevlerinin iyi tanımlanmıř ve alıřan yaratıcılık davranıřlarının gzlemlenmesine imkn vermemiř olmasından kaynaklanmış olabilir. zetlemek gerekirse, dnřmc liderlik ve yaratıcılık iliřkisine iliřkin bulgularımızın daha fazla arařtırılması gerekmektedir.

alıřmanın Gl Ynleri ve Pratik Etkileri

Mevcut alıřmamızın bulgularının nemli pratik sonuları vardır. İlk olarak, arařtırma sonularımızın dnřmc liderlik niteliklerinin farklı sektrler ve rgtlerdeki, iř tatmini, iřten ayrılma niyeti, iř performansı ve rgtsel vatandaşlık davranıřı seviyeleri gibi farklı rgtsel ıktılar zerinde nemli bir etkiye sahip olduđunu gstermiřtir. alıřmamız genellenebilirlik aısından nemlidir ve bulgularımız bankacılık, yazılım, turizm, sađlık, altyapı, mimari, reklamcılık, spor ve gzellik gibi eřitli sektrlere uygulanabilir. alıřmamızda ilgilendiđimiz rgtsel ıktılar, rgtsel bařarı aısından kritik neme sahiptir. Her rgt, yksek performans gsteren, rgtn vatandařı gibi davranan ve rgtten ayrılmak istemeyen, tatmin olmuř alıřanlara ihtiya duyar. Bulgularımıza dayanarak, kuruluřların yneticilerinin dnřmc liderlik niteliklerine odaklanması gerektiđini ve liderlerin kurumsal sonular zerindeki sorumluluklarının farkında olmaları gerektiđini nerebiliriz. İkincisi, liderlik becerileri, alıřanların geliřebileceđi, motive edici, barıřıl, yaratıcı ve uyarlanabilir bir ortam yaratmak iin nemlidir. alıřmanın bulguları ayrıca İK uygulayıcılarının rgtsel sonuları artırmak iin hangi liderlik davranıřlarının geliřtirilmesi gerektiđini anlamalarına yardımcı olacaktır. Bazı arařtırma bulguları, dnřmc liderliđin đrenilebilir ve geliřtirilebilir bir beceri olduđunu gstermektedir (Boozer ve Maddox, 1992).

Barling ve arkadaşları (1996), deneysel çalışmalarında dönüşümcü liderlik eğitiminin astların örgütsel bağlılığını ve iş performansını önemli ölçüde etkilediğini bulmuştur. Bu bulgular, yöneticilerin uygun eğitim yoluyla dönüşümcü liderlik becerilerini geliştirebilecekleri anlamına gelir. İK uygulayıcıları, kuruluşlarının performansını ve verimliliğini artırmak için dönüşümcü liderlik eğitim programlarına odaklanabilirler.

Çalışmanın Sınırlılıkları ve Gelecekteki Araştırmalar için Öneriler

Mevcut çalışmanın birkaç sınırlaması vardır. İlk olarak, hatalı veya yanlış kodlama nedeniyle veri kaybı nedeniyle örneklemimiz azalmıştır. Bu nedenle, bulgularımıza dikkatle yaklaşılmalıdır. İkincisi, dönüşümcü liderliğin çeşitli örgütsel sonuçları nasıl etkileyebileceğini anlamaya çalıştığımız için, yalnızca sınırlı sayıda faktörü göz önünde bulundurduk. Etkili örgütsel sonuçların altında yatan başka kritik boyutlar da olabilir. Üçüncüsü, bu çalışma sadece beyaz yakalı çalışanlara odaklanmıştır; mavi yakalı çalışanların beklentileri, algıları veya liderlik ilişkilerine yönelik tutumları önemli ölçüde değişebileceğinden sonuçlar mavi yakalı çalışanlar için farklı olabilir. Son olarak, bulguların karşılaştırılabilir olmaması da bir diğer sınırlılıktır. Literatürde bu değişkenleri birleştiren ve araştıran benzer bir çalışma bulunmamaktadır. Bu nedenle, sonuçları karşılaştırmak ve önceki çalışmalarla uyumlu olup olmadığını görmek zordur.

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