

LEADER GROUP PROTOTYPICALITY AND FOLLOWERS'
IDENTIFICATION: PREDICTORS, MEDIATING PROCESSES AND
FOLLOWER OUTCOMES

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Approval of the Graduate School of Social Sciences

Prof. Dr. Meliha Altunışık
Director

I certify that this thesis satisfies all the requirements as a thesis for the degree of Doctor of Philosophy.

Prof. Dr. Nebi Sümer
Head of Department

This is to certify that we have read this thesis and that in our opinion it is fully adequate, in scope and quality, as a thesis for the degree of Doctor of Philosophy.

Prof. Dr. H. Canan Sümer
Supervisor

Examining Committee Members

Prof. Dr. H. Canan Sümer (METU, PSY)

Prof. Dr. Nebi Sümer (METU, PSY)

Prof. Dr. E. Olcay İmamoğlu (METU, PSY)

Doç. Dr. Reyhan Bilgiç (METU, PSY)

Doç. Dr. Zahide

Karakitapoğlu-Aygün (BİLKENT, BA)

I hereby declare that all information in this document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not original to this work.

Name, Last name : Aslı Göncü

Signature :

ABSTRACT

LEADER GROUP PROTOTYPICALITY AND FOLLOWERS' IDENTIFICATION: PREDICTORS, MEDIATING PROCESSES AND FOLLOWER OUTCOMES

Göncü, Aslı

Ph.D., Department of Psychology

Supervisor: Prof. Dr. H. Canan Sümer

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The aim of the present study was to investigate both antecedents and follower outcomes of leader group prototypicality as well as followers' social identification with the group in two theoretical models guided by the propositions of social identity theory (SIT; Hogg, 1996) of leadership. The first model suggested that specific leadership styles (i.e., paternalistic, relationship-oriented, and task-oriented) predicted perceived leader group prototypicality and followers' social identification depending on certain follower characteristics (i.e., cultural orientations and motivational tendencies). In the second model, proximal and distal follower outcomes of leader group prototypicality and the moderating role of follower social identification in these relationships were investigated.

The findings revealed that followers' individualism orientation moderated the link between task-oriented leadership and leader group prototypicality whereas both collectivism and individualism moderated the relationship between paternalistic

leadership and leader group prototypicality. The effects of task-oriented leadership on followers' identification with the work group was enhanced by followers' need for affiliation. Leader group prototypicality was positively associated with job satisfaction through its positive effects on personal attraction towards the leader, and followers' leadership effectiveness perceptions and trust as well as its negative effects on social attraction and responsibility attributions for negative leader behaviors. The results are discussed in terms of theoretical and practical implications along with suggestions for future research.

Key words: Leadership style, leader group prototypicality, social identification, attributions, job satisfaction.

ÖZ

LİDER-GRUP BENZERLİĞİ VE ÇALIŞANLARIN AİDİYET HİSSİ: YORDAYICI DEĞİŞKENLER, ARACI SÜREÇLER VE SONUÇ DEĞİŞKENLERİ

Göncü, Aslı

Doktora, Psikoloji Bölümü

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Bu çalışmanın amacı, liderliğin sosyal benlik kuramının (LSBK; Hogg, 1996) önermeleri ışığında lider-grup benzerliğinin ve çalışanların iş grubuna aidiyet hislerinin hem yordayanlarını hem de çalışanlarla ilgili sonuçlarını iki kuramsal model çerçevesinde incelemektir. İlk model, belli liderlik tiplerinin (babacan, ilişki-odaklı ve iş-odaklı) çalışanların belli özelliklerine (kültürel yönelimleri ve güdüsel eğilimleri) bağlı olarak lider-grup benzerliğini ve çalışanların iş grubuna aidiyet hislerini yordadığını önermektedir. İkinci modelde ise, lider-grup benzerliğinin çalışanlara yönelik yakın ve uzak sonuçları ile çalışanların aidiyet hislerinin bu ilişkilerdeki aracı rolü araştırılmıştır.

Sonuçlar, çalışanların bireycilik yönelimlerinin iş-odaklı liderlik ve lider-grup benzerliği algısı arasındaki ilişkide belirleyici rol oynadığını; hem toplulukçuluk hem de bireycilik yönelimlerinin ise babacan liderlik ile lider-grup benzerliği arasındaki ilişkide belirleyici olduğunu göstermiştir. İş-odaklı liderliğin

alışanların aidiyet hisleri üzerindeki etkisi, alışanların yakınlık kurma ihtiyacı ile orantılı olarak artmaktadır. Lider-grup benzerliđi, alışanların iş doyumunu ile lidere duyulan kişisel yakınlık, liderin etkinliđi algıları ve güven üzerindeki olumlu, ve lidere duyulan sosyal kaynaklı yakınlık ve olumsuz lider davranışlarına yapılan sorumluluk atıfları üzerindeki olumsuz etkileri aracılığı ile ilişkilidir. Sonuçlar, kuramsal ve uygulamaya yönelik çıkarımlar ile gelecekteki alışmalara yönelik önermelerle birlikte tartışılmıştır.

Anahtar kelimeler: Liderlik tipi, lider-grup benzerliđi, sosyal aidiyet, atıflar, iş doyumunu.

To My Parents Tlay Atav and Tanju Gnc, to My Life Partner Feti Kse, and to
My Dear Uncle Kamil Atav...

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LIST OF ABBREVIATIONS

CWB: Counterproductive Work Behavior

ILT: Implicit Leadership Theory

LMX: Leader Member Exchange

OCB: Organizational Citizenship Behavior

PL: Paternalistic Leadership

R-O: Relationship-Oriented

SIT: Social Identity Theory

SCT: Social Categorization Theory

T-O: Task-Oriented

CHAPTER 1

INTRODUCTION

1.1 Overview

As stated by Hollander (1993) and Hogg, Hains, and Mason (1998), when groups exist so do leaders. Leadership has been a broad area of research in social psychology, as well as in other disciplines such as industrial and organizational psychology, sociology, and management. The early social psychological research on leadership mainly focused on individual characteristics or traits that contribute to the emergence of a leader in a variety of contexts (e.g., House & Aditya, 1997; Yukl, 1981). To illustrate, personality theories of leadership emphasized certain traits such as charisma or extraversion as global characteristics that were shared by leaders in general and contributed to the leadership effectiveness (e.g., Johnson, Luthans, & Hennessey, 1984; Judge, Bono, Ilies, & Gerhardt, 2002). However, empirical studies failed to provide consistent evidence regarding the global traits that should exist for individuals to emerge as leaders (e.g., Andersen, 2006; House & Aditya, 1997; Yukl, 1981). Although leadership lost its appeal as a social psychological research topic for a period of time (Fielding & Hogg, 1997), the theories which focused on group-based predictors of leadership and emphasized the role of followers in leadership processes have regained increased research attention lately (e.g., Avolio, Walumbwa, & Weber, 2009; Hogg et al., 2006). In more recent conceptualizations, leadership is more likely to be

defined as a dyadic process which is directed by not only leaders' but also followers' cognitions and behaviors.

According to Avolio et al. (2009), one of the most interesting and underemphasized areas of leadership research is concerned with the role of followership as an input rather than an output of leadership process. To illustrate, Meindl, Ehrlich, and Dukerich (1985) introduced a social constructionist theory which they called "Romance of Leadership" and argued that leadership process was significantly influenced by follower perceptions of leader personality, behaviors, and effectiveness. Howell and Shamir (2005) suggested that follower characteristics such as self-concept clarity and salience of collective identity affected the formation of charismatic relationships with the leader. Consistently, Hogg et al. (2006), who proposed that leadership was often the key for effective group functioning, asserted that intrinsic properties of the leader had received too much attention, while the larger social systems in which leadership is embedded had been focus of relatively few studies. In line with these criticisms, there is a growing interest in the role of follower self-concept and identification (e.g., Hogg & van Knippenberg, 2003; Lord, Brown, & Freiberg, 1999). Pastor, Mayo, and Shamir (2007) called for further studies examining the effects of follower identities, interactions, and implicit theories on the emergence of leadership as well as on the acceptance of leader and leader cognitions and behaviors.

In fact, in 1993, Hollander stated that "...Followers affect the strength of a leader's influence, the style of a leader's behavior, and the performance of the group,

through processes of perception, attribution, and judgment” (p. 29). Moreover, leader-follower relationship has been shown to be a critical determinant of follower (subordinate or worker) performance, productivity (Neil & Kirby, 1985; Wilkinson & Wagner, 1993), work satisfaction, and motivation (Singer, 1985; Singer & Singer, 1990; Wilkinson & Wagner, 1993). Consistent with these developments, social identity theory of leadership, which is a spin-off of social identity theory (SIT; Tajfel & Turner, 1979) and self-categorization theory (SCT; Turner, 1985; Turner, Hogg, Oakes, Reicher, & Wetherell, 1987), emphasizes the dyadic and group identification-based nature of leadership (Hogg, 1996). Since Hogg’s (1996) introduction of self-categorization or social identity theory of leadership, the literature has witnessed substantial theoretical developments and extensions along with a number of empirical studies.

The basic proposition of SIT of leadership is that followers are likely to endorse and support individuals who represent the group identity, which is defined by specific values and norms differentiating the in-group from out-groups, as their leaders (Hogg & Hains, 1996). Consistent with this, group prototypicality or representativeness is the basis of leadership in a given group situation. In addition, since followers who are more identified with their groups than others would be more sensitive to others’ representativeness or prototypicality of the given group, followers’ social identification level would moderate the relationship between leader group prototypicality and endorsement of the leader (Hogg, 2001; Hogg & van Knippenberg, 2003; Lord & Brown, 2004; van Knippenberg, van Knippenberg, De Cremer, & Hogg, 2004).

However, there are contextual variables that affect perceived prototypicality of a leader in specific groups. These include group or work context, leadership style or behavioral pattern, and follower dispositions and motivations.

Lord, Brown, Harvey, and Hall (2001) suggest that leadership stereotypes and prototypes vary depending on both group and task structure. To illustrate, in service sector in which interpersonal relationships among work group members and with customers have particular importance, a relationship-oriented leadership style may be perceived as more stereotypical and prototypical than a task-oriented leadership style. However, in military context or in a research and development department of a company in which structuring and accomplishment of tasks have priority over personal relationships, a task-oriented leadership style may be perceived as more stereotypical and prototypical than a relationship-oriented leadership style.

Similar to group characteristics and nature of tasks, cultural values and norms also influence perceived appropriateness of leadership behavior patterns or styles for group prototypes (Chong & Thomas, 1997; Gerstner & Day, 1994; Lord et al., 2001). To illustrate, paternalistic leadership style is prevalent and endorsed in collectivistic and high power distance cultures (Aycan, 2006; Erben & Güneşer, 2008; Soylu, 2011; Yukongdi, 2010). Moreover, this type of leadership emphasizes values and norms that are in line with collectivism and high power distance orientations. For instance, paternalistic leaders emphasize a family-like atmosphere in work place, they form individualized relationships with their followers (collectivism), yet they maintain the

status hierarchy and expect loyalty and deference from followers (power distance) (Aycan, 2006; Kepir-Sinangil & Aycan, 1998; Soylu, 2011; Yukongdi, 2010). In line with this, followers or workers with high collectivism orientation are more likely to perceive paternalistic leaders more prototypical of their group than those with high individualism orientation since paternalism reflects and matches with collectivistic tendencies (Aycan, 2006; Göncü, Aycan, & Johnson, 2009; Yukongdi, 2010). Paternalistic leaders are likely to be more successful in enhancing followers' social identification with the group when followers are high on collectivistic orientation than when they are high on individualism.

Similarly, followers' need orientation is likely to affect their perceptions of group prototypicality of the leader. Generally, needs are partial determinants of individual perceptions, interpretations, and responses (McClelland, 1961; Murray, 1955). To illustrate, need for affiliation is associated with collective tendencies and reflects an individual's concern for acceptance, approval, and reassurance by others (Demirutku, 2000). Consistent with this, individuals with high need for affiliation are sensitive to cues that reflect others' interpersonal orientation (McClelland, 1975; Steers, 1987). Therefore, they are more likely to perceive those with a paternalistic or relationship-oriented leadership style as prototypical or representative of the group than those with a task or exchange oriented leadership style. Consistently, those with high need for affiliation are more likely to feel identified with the group when their leader is

paternalistic or relationship-oriented since their needs are satisfied to a large extent by the leader of the group.

The present study aims to investigate both antecedents and consequences of leader group prototypicality and followers' social identification with the group with two separate theoretical models. The first model aims to explore specific leadership styles as the antecedents of perceptions of leader group prototypicality and followers' social identification. Specifically, the effects of paternalistic, relationship-oriented, and task-oriented leadership styles on perceived leader group prototypicality and follower identification are explored. Moreover, moderating roles of follower characteristics (i.e., cultural orientations of collectivism and individualism; motivational tendencies of need for affiliation, need for approval, and need for achievement) involved in the relationships of these three leadership styles with leader prototypicality perceptions and follower identification are investigated. The moderated models to be tested are depicted in Figure 1.

Paternalistic leadership reflects a collectivist yet power distant leadership pattern and is highly prevalent and accepted among Eastern and Middle-Eastern cultural contexts such as Turkey (Aycan, 2006; Kepir-Sinangil & Aycan, 1998, Soylu, 2011). As a culture-specific leadership style which is likely to be affected by followers' specific cultural orientations (i.e., individualism/collectivism) paternalistic leadership is included as the first leadership style in the present research.

Relationship-oriented and task-oriented leadership styles are two global leadership behavioral patterns that have been shown to affect a number of follower and organizational outcomes (Judge, Piccolo, & Illies, 2004). These two styles or factors which are isolated as robust behavioral indicators of effective leadership in Ohio State studies are originally named as *Consideration* and *Initiating Structure* (Stogdill, 1950). Judge and his friends' meta-analysis showed that despite criticisms over these constructs, *Consideration* and *Initiating Structure* behaviors of leaders were predictive of many important follower outcomes including job satisfaction and group-organization performance. Leaders who are rated high on *Consideration* dimension sensitive to followers' individual needs; they emphasize interpersonal relationships and communication in the group, and show respect to others in the group (Judge et al., 2004). Leaders who are rated high on *Initiating Structure* dimension emphasize accomplishment of tasks and effectiveness over personal relationships; they are outcome-oriented and direct their followers in this way. In the present study, these behavioral patterns are generated as leadership styles and *Consideration* and *Initiating Structure* are referred as Relationship-Oriented and Task-Oriented leadership styles, respectively.

Paternalistic, relationship-oriented, and task-oriented leadership styles are expected to be positively associated with perceived leader prototypicality and followers' social identification with the group; however, these effects are believed to be enhanced or moderated by certain follower characteristics. Specifically, followers with high

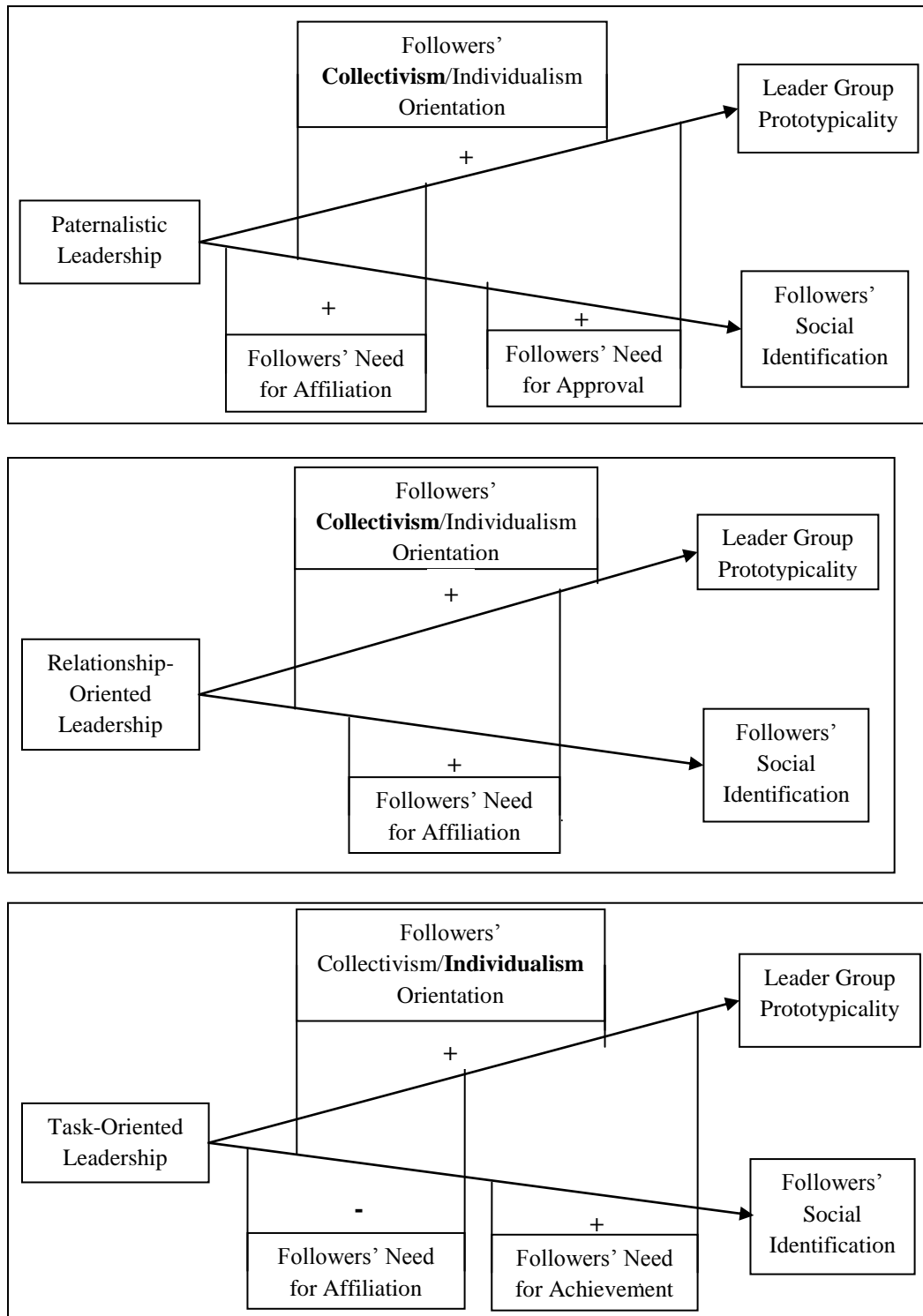


Figure 1. The moderated relationships to be tested in Model I.

collectivism orientation are likely to perceive a match between their value systems (collectivism) and the leaders' when their leaders have paternalistic or relationship-oriented style. Similarly, followers with high need for affiliation are likely to be more satisfied with paternalistic or relationship-oriented leaders who emphasize interpersonal relationships in the workplace. Therefore, both paternalistic and relationship-oriented leadership styles are likely to be associated with perceived leader prototypicality and social identification among followers with high collectivism orientation, and high need for affiliation. Additionally, followers' need for approval is expected to moderate the relationship of paternalistic leadership with leader prototypicality and social identification. Need for approval refers to a motivational tendency to accommodate, compromise, hesitate to confront conflict with others, and collaborate in order to be accepted and approved by other individuals (Aydın, 2002; Demirutku, 2000). Since paternalistic leaders provide guidance, act like a senior family member, and expect followers to get his or her approval for their acts, individuals with high need for approval are likely to feel more satisfied with the paternalistic leader. Therefore, paternalistic leadership style is more likely to enhance perceived leader prototypicality and social identification among followers with high need for approval.

Individuals with high need for achievement are those with a tendency to complete the tasks with a standard of excellence (McClelland, Atkinson, Clark, & Lowell, 1953). They seek and set challenging goals, and need continuous and structured feedback regarding their performance from others. Task-oriented leaders focus on

individual performance and emphasize accomplishments and effectiveness in the workplace. Their behavioral style is more in line with individualistic orientation than collectivistic orientation and is more likely to satisfy followers' achievement needs rather than affiliation needs. Consistently, task-oriented leadership style is more likely to enhance perceived leader prototypicality and social identification among followers with high need for achievement.

The second model to be tested in the present study aims to explore consequences of leader group prototypicality. More specifically, positive proximal and distal follower outcomes of leader-group prototypicality and the moderating role of followers' social identification in these relationships are investigated in a moderated mediational model. It is suggested that leader group prototypicality is positively associated with general leadership effectiveness and low responsibility attributions for negative leader behaviors both directly and through its effect on social attraction towards the leader. General leadership effectiveness, in turn, is expected to be related to followers' job satisfaction and task performance. Moreover, positive associations of leader group prototypicality with social attraction towards the leader, general leadership effectiveness and attribution processes are expected to be stronger for followers with high identification with the group than those with low identification. Figure 2 depicts Model II to be tested in this study.

The literature suggests that individuals develop depersonalized social attraction towards the most prototypical members of the group and this effect is enhanced with

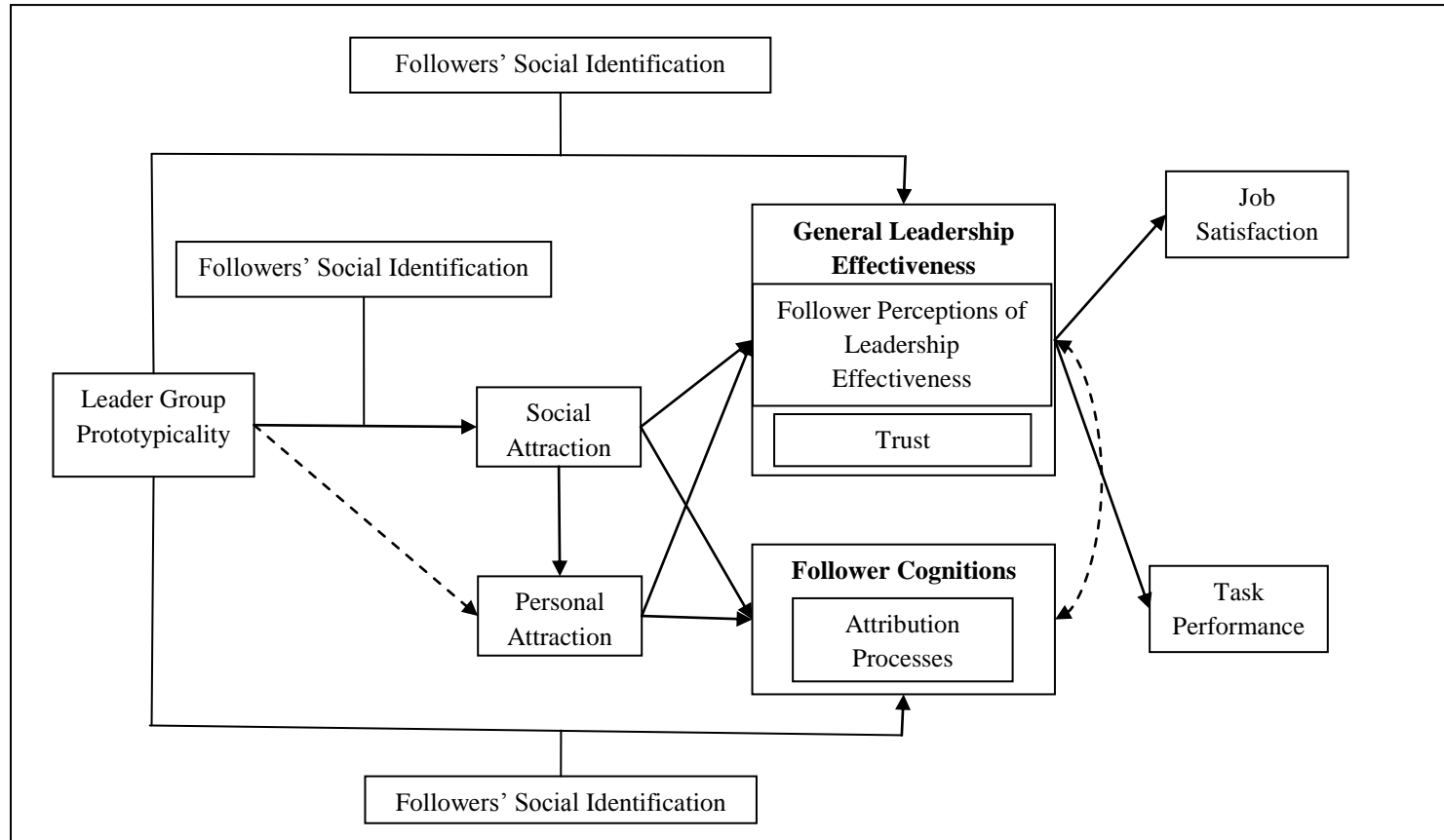


Figure 2. The mediated and moderated relationships to be tested in Model II.

high social identification with the group (Hogg, 2001). Consistently, leader group prototypicality is suggested to be positively related to depersonalized social attraction towards the leader especially among followers who have high identification with the group. Followers who have high social attraction towards the leader like him/ her because of the leaders' representativeness of the group norms and values, and their contribution to the group and this attraction is independent of personal or idiosyncratic preferences in interpersonal relationships (i.e., personal attraction). This group-membership based social attraction towards the leader is proposed to enhance followers' perceptions of leadership effectiveness and trust. Similarly, followers whose social attraction towards the leader is high are more likely to attribute the leaders' positive behaviors and/or successes to his or her personality and the leaders' negative behaviors and/or failures to contextual or external constraints. These attribution processes are enhanced with followers' social identification with the group and are likely to positively affect followers' perceptions of leadership effectiveness and trust.

Leaders constitute an important part of organizations and quality of leader-follower relationships have particular implications for followers' motivations, attitudes, and affect (e.g. Hollander, 1993; Hollander & Offerman; 1990; Singer & Singer, 1990; Wilkinson & Wagner, 1993). When followers or employees are satisfied with their leader, they think that he or she is effective, and trust him or her; they are likely to be satisfied with their job and to put high effort in order to fulfill their performance obligations and meet the leader's expectations. Therefore, these positive follower

outcomes are further suggested to predict followers' job satisfaction and task performance.

In the following sections, first, SIT of leadership is introduced along with a brief overview of the theoretical developments and empirical findings. Second, the associations of specific leadership styles involved in the present study (i.e., paternalistic, task-oriented vs. relationship oriented leadership styles) with followers' perceived leader group prototypicality and followers' social identification with the group are explained. Third, the expected moderating roles of followers' cultural orientations (i.e., individualism vs. collectivism) and motivational tendencies in the relationship of specific leadership behaviors with perceived leader prototypicality and followers' identification are elaborated. Forth, social attraction and attribution hypotheses of SIT of leadership are introduced. Finally, the specific proximal (i.e., perceptions of leadership effectiveness and trust in leader) and distal (i.e., job satisfaction and task performance) follower outcomes are explained along with related research findings and hypotheses of the present study.

1.2 Social Identity Theory of Leadership

Social identity theory of leadership is one of the main theories that emphasize the dyadic and group identification-based nature of leadership which is derived from social identity theory (Tajfel & Turner, 1979) and self-categorization theory (Turner, 1985; Turner et al., 1987). More specifically, it suggests that leader group prototypicality is a predictor of leadership endorsement and effectiveness, and

followers' social identification with the group is a key variable that bridge the specific leadership styles and follower outcomes. According to SIT analysis, leadership has vitality as a structural feature of in-groups. That is, leadership is "...produced by group processes contingent on psychologically belonging to the group" (Hogg et al., 1998, p. 1248) and individuals place as much importance on prototypical characteristics of the salient in-group as stereotypical leadership characteristics while making judgments about one's ability or appropriateness to lead. This perspective provides a framework that aims to help us understand who is most likely to be endorsed as a motivating force by others and to reveal the conditions under which they will be most successful in mobilizing the followers to take action (Ellemers, De Gilder, & Haslam, 2004).

Leaders are those who direct and influence group members through consensual prestige or the exercise of power or both. As van Knippenberg et al. (2004) stated, we can only observe leadership through its influence on others. In order to understand leadership effectiveness, we need theories that may explain the "psychological processes that translate leader behavior into action" (van Knippenberg et al., 2004, p. 826). According to SIT analysis of leadership, the contextually most prototypical group position embodies the behaviors to which group members conform; therefore, the leader would be expected to hold this position in the group. However, leadership behaviors that may be perceived as prototypical by followers or subordinates in an organizational setting would depend on the identity, values and norms of the group (Hogg, 2001). Followers are exposed to various behavioral patterns of leaders with different leadership

styles. To illustrate, a leader with a paternalistic or relationship-oriented leadership style would perform behaviors that imply he or she emphasizes personal relationships with followers over task accomplishments. A leader with task-oriented leadership style, on the other hand, would behave in a manner that indicates his or her emphasis on task accomplishment rather than personal relationships. If maintaining cohesive interpersonal relationships in the group and/or creating a family-like atmosphere at work place are among the primary norms or the norms that define the identity of the group, a paternalistic leader or relationship-oriented leader is more likely to be perceived as representative (or prototypical) of the group than a task-oriented leader. However, if task accomplishment or structuring the tasks in an effective manner are the primary norms of the group (over maintaining cohesive interpersonal relationships), a task-oriented leader is more likely to be perceived as more prototypical than a paternalistic leader. In conclusion, different leadership styles (e.g., paternalistic, relationship-oriented, or task-oriented) themselves may predict or be antecedents of followers' perceptions of leader-group prototypicality depending on identity, values and norms of group.

SIT also suggests that individuals are likely to identify with the groups that confirm their own values and norms (Hogg, 1996, 2001; Hogg & Hains, 1998; Hogg & Terry, 2000) and that satisfy their motivational needs such as need for affiliation, achievement, power, self-esteem and positive identity (Hogg & Terry, 2000). Therefore, individuals' own value orientations and motivational tendencies would affect their

identification with a group as well as perceptions of group-prototypicality of a leader's behaviors or leadership style. In line with these, it can be suggested that the relationship of specific leadership styles with leader prototypicality and follower social identification with the group are likely to be affected by a number of follower characteristics including need and cultural orientations.

The early research on SIT of leadership aimed to test the basic assumption of the theory which stated that followers' social identification level positively affected their preference and endorsement of prototypical leaders over stereotypical leaders. Recent studies extended this line of research by examining the relationship of leader prototypicality and positive follower outcomes and the mediating variables involved in these relationships. Moreover, researchers identified a number of moderators other than followers' social identification that affect the link between leader prototypicality, specific leadership behaviors, and leadership effectiveness. These moderators include need for closure (e.g., Pierro, Cicero, Bonaiuto, van Knippenberg, & Krulanski, 2005), and promotion focus (Cicero, Pierro, & van Knippenberg, 2007; Pierro, Cicero, & Higgins, 2009).

The basic suggestion of the SIT of leadership that follower social identification with the group enhances the relationship between leader group prototypicality and leadership effectiveness as indicated by follower outcomes and perceptions was confirmed in a series of studies which employed experimental (e.g., Hains, Hogg, & Duck, 1997; Hogg et al., 1998) and field-study designs (e.g., Fielding & Hogg, 1997).

However, specific leadership styles/behavioral patterns which may predict perceived leader group prototypicality have been subject to limited research (Hirst, van Dick, & van Knippenberg, 2009) and need further investigation. Moreover, as noted by Hogg and Terry (2000) “The social attraction and attribution aspects of the model remain to be investigated, as do many implications...” (p. 129). Social attraction hypothesis of SIT of leadership posits that followers’ perceptions of leader prototypicality enhance depersonalized social attraction towards the leader, which in turn, predicts leadership effectiveness, followers’ trust in leader, and attribution patterns.

Hence, the first major issue investigated in the present research is the specific leadership styles as antecedents of perceived leader group prototypicality and followers’ social identification with the group. Following the exploration of antecedents of perceived leader group prototypicality and social identification, the second topic of investigation is the consequences or follower outcomes of leader group prototypicality and the role of social as well as personal attraction processes in these relationships. In the following sections, antecedents and consequences of leader group prototypicality, the major focus of the present research, are examined in two different, yet associated theoretical models in detail.

1.3 Relationship of Specific Leadership Styles with Perceived Leader Group Prototypicality and Followers' Social Identification and Moderating Roles of Followers' Cultural Orientations and Motivational Tendencies: Proposed Model I

One of the aims of the present study is to investigate the effects of various leadership styles on followers' perceptions of leader group prototypicality and identification with the group in organizational contexts. In addition, the moderator role of follower characteristics and motivational tendencies in these relationships will be explored. As stated in the overview section, the leadership styles that are included in the first model are paternalistic leadership (PL) as a culture-specific leadership style, relationship-oriented (R-O) leadership and task-oriented (T-O) leadership as global leadership styles. More specifically, the relationship of these three leadership styles with followers' perceptions of leader-group prototypicality and identification with the (work) group will be investigated in the first model. It is suggested that the relationship between PL, R-O and T-O leadership styles and followers' perceptions of leader prototypicality, as well as social identification, will be moderated by followers' cultural orientation styles (i.e. individualism vs. collectivism) and motivational tendencies of need for affiliation, need for approval, and need for achievement. In the following sections, PL, R-O and T-O leadership styles are introduced along with their suggested effects on perceived leader prototypicality and social identification and the moderating effects of follower characteristics on these relationships.

1.3.1 Paternalistic Leadership

Paternalistic leaders are those who are nurturing, caring, benevolent yet disciplinarian and authoritative and they expect subordinates to reciprocate their protection, care and guidance by showing loyalty and deference (Aycan, 2006). Paternalistic leadership may be defined as a hierarchical relationship in which the role of the leader is to provide care, protection, and guidance in work and non-work areas of employees' lives and the role of the subordinate is to be loyal and deferent towards the leader. Recent evidence has shown that; PL is welcome in cultures in which collectivism and power distance are high, and is an effective leadership style for motivating employees and enhancing organizational effectiveness (Aycan, 2006; Kim, 1994; Soylu, 2011; Yukongdi, 2010). Despite its prevalence, paternalistic leadership received little attention in the Western literature. As a culture-specific leadership style, PL is highly prevalent in Turkish organizational and political contexts and is likely to be strongly associated with perceived leader group-prototypicality in the Turkish cultural context which is characterized by high collectivism and power distance (Aycan, 2006; Erben & Güneşer, 2008; Hofstede, 1980, 1991, 1993; Pellegrini & Scandura, 2008; Sinan-Kepirgil & Aycan, 1998; Soylu, 2011; Yukongdi, 2010). It is suggested that in the traditional Turkish family, which exists in a larger cultural context defined as collectivistic and high power distance (Aycan et al., 2000), harmony between and dependency among family members are very important and obedience with the father's rules and decisions is one of the major norms. Father who provides security is

trustworthy and dependable; at the same time demanding and disciplinarian. Aycan et al. (2000) suggested that embraced in this cultural milieu, a paternalistic leader behaves like an elder/senior family member toward his employees and provides guidance, protection, care and nurturance to his or her followers and is personally interested in the subordinates' personal lives. Aycan (2006) reported findings of three field studies on paternalistic leadership (Aycan, 2000, 2006). These studies suggested that paternalistic leadership can be conceptualized as being composed of five dimensions:

Family atmosphere at workplace: Paternalistic leaders create a family atmosphere by behaving like an elder family member to their subordinates; they give advice to their subordinates in a manner that resembles an elder family member both on matters related to professional and personal lives.

Individualized relationships with subordinates: Paternalistic leaders show individual concern for each subordinate, know every subordinate very closely, and are genuinely concerned with their subordinates' well-being in professional and personal life.

Involvement in non-work lives of employees: Paternalistic leaders attend important occasions such as wedding or funeral ceremonies of their subordinates and their immediate family members; they tend to give advice and both emotional and financial support when subordinates need to solve their personal problems or problems that concern their families.

Loyalty expectation: Paternalistic leaders expect loyalty and deference from their subordinates, and they think that employees should be willing to engage in personal compromises and sacrifices for the sake of the company when needed.

Status hierarchy and authority: Paternalistic leaders give importance to position ranks and expect their subordinates to behave in an appropriate manner; since they believe that they know what the best is for their employees, they do not want anyone to doubt their authority.

Furthermore, PL was found to be positively associated with identification with the group as well as organizational identification in recent research conducted in Turkey (Göncü, et al., 2009). Aycan (2006) asserts that the perception and actual effectiveness of paternalistic leadership vary across cultures. To illustrate, PL is perceived as negatively in Western cultures in such a way that it represents a leadership style which is exploitative, repressing, authoritarian, ineffective and relatively immoral. However, PL is welcome in cultures in which collectivism and power distance are high. Therefore, it is likely that followers who are high on collectivism perceive a match between their value orientations and those of the paternalistic leader who emphasize collective well-being, interpersonal relationships in the group, protect in-group members or followers against criticisms of out-group members and act as a protective family member towards his or her subordinates. This match is likely to predict positive follower and group outcomes which are reflected as enhanced organizational or social identification, trust, and organizational citizenship behaviors among followers (e.g.,

Cheng, Chou, Wu, Huang, & Farh, 2004; Farh & Cheng, 2000; Kim, 1994). Consistent with these, paternalistic leaders are more likely to be perceived as prototypical or representative of the group especially when group members are high on collectivistic orientation since their leadership style is more in line with collectivism than individualism. Since they emphasize individualized relationships over task accomplishments, provide care, protection, and guidance to their followers just like a father or mother figure, and expect loyalty and deference, paternalistic leaders are also more likely to satisfy followers' need for affiliation and/or approval than need for achievement. Therefore, it is suggested that positive relationships of PL with perceived leader prototypicality and social identification with the group are stronger among followers with high need for affiliation and/or approval than those with high need for achievement.

1.3.2 Relationship-Oriented and Task-Oriented Leadership Styles

Another categorization of leadership styles is more global in nature and it capitalizes on the focus of the leader during the leadership process (Yukl, 1998). A leader may focus on the quality of the relationship with followers (i.e., relationship orientation) or on task accomplishment (i.e., task-orientation). Both T-O and R-O leadership behaviors were found to be effective in collectivistic societies (Smith & Peterson, 1988) and they were common leadership styles existing across widely different cultural contexts (Özmen, 2005; Yukongdi, 2010).

Similar to paternalistic leaders, R-O leaders are mainly concerned with the establishing and maintaining good relationships with their followers. They treat subordinates with kindness and respect and show a genuine concern for the relationships. Moreover, they emphasize communication with and listening to subordinates, show trust and confidence in subordinates and provide recognition and show appreciation for subordinates' contributions (Fleishman, 1953, Halpin & Winer, 1957; Likert, 1961; Yukl, 1998). Since R-O leaders emphasize interpersonal relationships over task performance and collective or the group over personal accomplishments, their style is more in line with collectivistic tendencies than individualistic orientation. Moreover, R-O leadership style is more likely to satisfy subordinates' affiliation needs rather than achievement needs.

In contrast, T-O leaders emphasize task accomplishment. The results and getting things done are crucially important for them; therefore, they provide guidance, structure and resources, so that their subordinates can perform their task to the best of their ability. They are particularly task driven and are less concerned with interpersonal aspects of their relationship with their followers and do not necessarily inspire followers. They establish order and help subordinates to set performance goals and to attain high performance (Fleishman, 1953; Judge et al., 2004). In this way, they convey the message that they emphasize personal accomplishments over interpersonal relationships or cohesion of the group. Therefore, it can be suggested that T-O

leadership style is more in line with individualism than collectivism and it is more likely to satisfy subordinates' achievement needs rather than affiliation needs.

1.3.3 Cultural Orientations and Motivational Tendencies as Individual Differences Factors

1.3.3.1 Cultural Orientations: Collectivism and Individualism

As suggested above, paternalistic, relationship-oriented, and task-oriented leadership styles are likely to evoke different levels of perceptions of leader group-prototypicality and follower identification depending on followers' cultural orientations and motivational tendencies. The two relevant cultural orientation dimensions included in the present research are collectivism and individualism. Collectivism and individualism are cultural value systems that reflect shared norms, roles, and attitudes as well as the relative emphasis people give to personal interests and to shared benefits (Triandis, Chan, Bhawuk, Iwao, & Sinha, 1995). Collectivism represents a condition in which priority is given to the needs and interests of the group rather than personal interests and demands of individuals. Individuals high on collectivism are concerned with affiliation with the members of their in-group, well-being of the group, and collective outcomes. Individualism, on the other hand, is the condition when the needs of the individuals are given greater importance than that of the group. Therefore, independence, personal accomplishments, and well-being are more important than interdependence, collective achievements, and well-being for those with high individualism.

Paternalistic leaders, who emphasize and try to create a family atmosphere in work place, form individualized relationships with their followers, and are involved in non-work lives of their followers or employees, are likely to be perceived as more prototypical by followers high on collectivism. They are also more likely to evoke a sense of identification with the group among followers with high collectivism compared to those low on collectivism orientation. Similarly, R-O leaders who emphasize interpersonal aspects of leadership and are concerned with interdependency among group members are more likely to be perceived as prototypical and to enhance follower identification among individuals high on collectivism orientation compared to those low on collectivism orientation.

In contrast, T-O leaders who emphasize task accomplishments, independence, and exchange-oriented relationships rather than social or interpersonal relationships among group members are more likely to be perceived as congruent in and representative of values by followers who are high on individualism. Therefore, they are expected to be perceived as more prototypical of the group and more likely to evoke a sense of identification among individuals high on individualism compared to those low on individualism. In line with the suggestions presented above, the following hypotheses are generated:

Hypothesis 1a: Leaders who are rated high on PL or R-O leadership are more likely to be perceived as group-prototypical by followers who score high on collectivistic orientation compared to those who score low on collectivistic orientation.

Hypothesis 1b: PL and R-O leadership are more likely to be associated with social identification with the group among followers who score high on collectivistic orientation compared to those who score low on collectivistic orientation.

Hypothesis 2a: Leaders who are rated high on T-O leadership are more likely to be perceived as group-prototypical by followers who score high on individualism orientation compared to those who score low on individualism orientation.

Hypothesis 2b: T-O leadership is more likely to be associated with social identification with the group among followers who score high on individualism orientation compared to those who score low on individualism orientation.

1.3.3.2 Motivational Tendencies: Need for Affiliation, Need for Approval, and Need for Achievement

Consistent with the SIT, Wiesenfeld, Raghuram, and Garud (2001) suggest that individuals identify themselves with social contexts they are in (e.g., their organizations) as a way to express their characteristics and values. The literature suggests that people's motivational tendencies may be driving forces behind such identifications (Wiesenfeld et al., 2001). One of these motivational tendencies that has important implications in social relationships is need for affiliation (nAff). Need for affiliation is defined as a dispositional characteristic which implies individuals' desire for belongingness and social contact (Veroff & Veroff, 1980; Wiesenfeld et al., 2001). Specifically, those who are high on need for affiliation tend to have social reward from harmonious relationships and from a sense of communication with others in their social

environment. High need for affiliation reflects dominance of interdependent self-construal over independent self-construal (Markus & Kitayama, 1991) and is consistent with Imamoglu's (2003) related self-construal. In organizational contexts, individuals with high need for affiliation are expected to express and satisfy their need to belong by forming strong identification with the group and the organization (Glynn, 1998). Those with low need for affiliation tend to perceive themselves as independent from others and are expected to be less motivated to form identification with the group members.

Paternalistic and relationship-oriented leaderships are more self-consistent for individuals who are oriented towards group membership and who value membership to a particular group (Aycan, 2006). More specifically, individuals who are high on need for affiliation can be expected to be more responsive to paternalistic and relationship-oriented leaders who focus more on personal relationships than task accomplishments since they would feel that they are valued and respected members of their group, and that their values and needs are congruent with those of the leader's. Therefore, they are more likely to perceive paternalistic and relationship-oriented leaders as more group-prototypical compared to task-oriented leaders, and are more likely to identify with their group when their leader is paternalistic or relationship-oriented.

People who are low on need for affiliation, nonetheless, are likely to see themselves as independent from others and have less intrinsic need to belong to a group (Wiesenfeld et al., 2001). Hence, they may perceive less value congruence with paternalistic and relationship-oriented leaders and are more likely to be responsive to

task-oriented leaders who focus on accomplishment of tasks rather than personal relationships with followers. Consistently, they are more likely to perceive task-oriented leaders as more group-prototypical than paternalistic and relationship-oriented leaders and are more likely to identify with their group when their leader is task-oriented. In line with the theory and the suggestions presented above, the next hypotheses are generated:

Hypothesis 3a: Leaders who are rated high on paternalism or relationship-orientation are more likely to be perceived as group-prototypical by followers with high need for affiliation compared to those with low need for affiliation.

Hypothesis 3b: PL and R-O leadership are more likely to be associated with social identification with the group among followers with high need for affiliation compared to those with low need for affiliation.

Hypothesis 4a: Leaders who are rated high on task-orientation are more likely to be perceived as group-prototypical by followers with low need for affiliation compared to those with high need for affiliation.

Hypothesis 4b: T-O leadership is more likely to be associated with social identification with the group among followers with low need for affiliation compared to those with high need for affiliation.

Another motivational tendency included in the present research is need for approval. Need for approval represents a genuine concern for getting the approval of others and performing behaviors that can assure acceptance by others (Demirutku,

2000). McClelland (1965) asserts that acquisition and persistence of certain needs are affected by cultural context and need for approval is likely to be positively associated with collectivism dimension of culture. According to Triandis et al. (1995), in collectivist cultural contexts individuals are shame-oriented and in such societies external control of actions is highly prevalent. Consistent with these, opinions of others, especially those of in-group members (such as the leader) are particularly important for individuals. In Western contexts, need for approval may be closely associated with need for affiliation. However, in collectivistic contexts, it is found to be independent from need for affiliation (Demirutku, 2000). Unlike Western contexts, need for approval in collectivistic contexts reflects a tendency to monitor and manipulate behaviors in order to meet others' expectations and a chronic desire for being accepted and approved. Need for approval is particularly relevant in our context which has a collectivistic orientation. Demirutku (2000) found that although it was not as prevalent as need for achievement, need for approval was another common need among Turkish managers, and was positively associated with an important work-related outcome, namely, job satisfaction.

As mentioned above, paternalistic leaders can create a family atmosphere in work place and emphasize individualized relationships with followers. They expect loyalty and deference from their followers and think that they know the best for their followers. To illustrate, although paternalistic leaders inform their followers on matters that involve them, the final decision belongs to the leader. Therefore, they create an

atmosphere in which followers feel a need to get approval from the leader just like a child needs to get approval of his or her parents for his or her deeds. Followers with high need for approval may be comfortable with such a leadership style and feel a value-congruency with the leader. Therefore, they may perceive the paternalistic leader as prototypical and have a high identification with the group he or she leads. However, individuals with a low need for approval are less likely to be comfortable with PL style. They are expected to perceive the leader with PL style as less group-prototypical and to have lower levels of identification compared to followers with high need for approval.

Hypothesis 5a: Leaders who are rated high on paternalism are more likely to be perceived as group-prototypical by followers with a high need for approval compared to those with a low need for approval.

Hypothesis 5b: PL is more likely to be associated with social identification with the group among followers with high need for approval compared to those with low need for approval.

The final motivational tendency included in the present study is need for achievement (nAch). Need for achievement has been found to predict important outcomes in social and organizational contexts (e.g., Ang & Chang, 1999; Nathawat, Singh, & Singh, 1997). It can be defined as being concerned with performing behaviors that will assure accomplishment with a standard of excellence (McClelland et al., 1953). Individuals with high need for achievement continuously seek feedback about their performance, they request challenging tasks, and desire to master new skills. It is

suggested here that T-O leaders who provide guidance, structure and resources; emphasize accomplishments and provide feedback to improve performance are more likely to be endorsed and perceived as prototypical leaders by followers with high need for achievement than those with low need for achievement. Moreover, T-O leadership is more likely to be positively associated with followers' social identification when followers are high on need for achievement than they are low on need for achievement. Therefore, the hypotheses concerning the moderating role of need for achievement are as follows:

Hypothesis 6a: Leaders who are rated high on T-O leadership are more likely to be perceived as group-prototypical by followers with high need for achievement compared to those with low need for achievement.

Hypothesis 6b: T-O leadership is more likely to be associated with social identification with the group among followers with high need for achievement compared to those with low need for achievement.

1.4 Follower Outcomes of Leader Group Prototypicality: Model II

The second aim of the present research is to investigate the association of perceived leader group prototypicality and followers' social identification with the group with positive follower outcomes and *partial* mediators involved in these relationships. Perceived leader group prototypicality has been found to be related to a number of positive follower outcomes including leadership endorsement and perceived leadership effectiveness (e.g., Hains et al., 1997; Fielding & Hogg, 1997; Hogg et al.,

1998; Hogg et al., 2006), perceived fairness in in-group contexts (e.g., Haslam & Platow, 2001a, 2001b; Platow, Mills, & Morrison, 2000; Platow & van Knippenberg, 2001), trust in leader (e.g., van Knippenberg, De Cremer, & van Knippenberg, 2007), perceived procedural fairness (e.g., van Dijke & De Cremer, 2008), cooperation with the leader (e.g., De Cremer & van Vugt, 2002), job satisfaction (e.g., Cicero et al., 2007; Pierro et al., 2005; Pierro et al., 2009), and creative effort and performance (Hirst et al., 2009). However, mediating processes in these relationships have not been subject to empirical investigation yet. The second theoretical model in the present research suggests that leader prototypicality is positively associated with general leadership effectiveness both directly and through its effects on social attraction as well as personal attraction towards the leader (social attraction hypothesis; Hogg, 2001). General leadership effectiveness which is conceptualized as follower perceptions of leadership effectiveness and trust in leader is, in turn, suggested to be related to job satisfaction and task performance. Moreover, in line with the attribution hypothesis of SIT of leadership (Hogg, 2001), social attraction is suggested to mediate the relationship between leader group prototypicality and responsibility attributions for negative leader behaviors. Followers who perceive the leader as high on group prototypicality are expected to be socially attracted towards the leader, and in turn, to be less likely to attribute responsibility to the leader for negative behaviors. In the following sections, social attraction and attribution hypotheses are explained in detail and proximal and distal follower outcomes included in the present research are explained.

1.4.1 Leader Group Prototypicality, Social Attraction, and Proximal Follower Outcomes

According to Hogg (2001), followers' perceptions of leader group prototypicality and their social identification with the group are the two important determinants of followers' social attraction towards the leader. There are at least two reasons as to why this might be the case. First, social attraction is consensual liking based on perceived prototypicality of a group member rather than personal relationships with that individual. According to the theory, in group contexts more prototypical members are liked more than less prototypical members and leaders who are perceived to be highly representative of the group prototype would be more attractive and influential than less prototypical leaders.

Second, social attraction is particularly high among highly identified members of a group. In a group context, highly identified individuals are more likely to form depersonalized relationships with others, in which individuals are perceived as matches to the relevant in-group prototype, compared to less identified members. Moreover, members who are highly identified with their group are more sensitive to cues regarding the group membership and representativeness (i.e., prototypicality). Consistent with these, depersonalization and identification affect individuals' feelings in such a way that perceived prototypicality rather than idiosyncratic preferences becomes the basis of attraction which implies social rather than personal attraction especially among followers with high social identification with the group.

In the case of social attraction, "...in-group members are liked not as unique individuals but as embodiments of the group – the more prototypical they are perceived to be, the more they are liked" (Hogg & Hains, 1996, p. 295). However, in the case of personal attraction, liking is independent of group-membership-based processes and is based on idiosyncratic preferences of individuals. Previous research consistently showed that social attraction was influenced and enhanced by individuals' social identification with the group and that personal identification was affected by interpersonal similarities (Hogg, Cooper-Shaw, & Holtzworth, 1993; Hogg & Hains, 1996, 1998; Hogg & Hardie, 1991).

Although social attraction as an in-group process has been reviewed intensively in previous literature (e.g. Hogg, 2001; Hogg et al., 1993; Hogg & Hains, 1996, 1998; Hogg & Hardie, 1991; Hogg, Hardie, & Reynolds, 1995; Levin, Whitener, & Cross, 2006), majority of the studies have been conducted in context of small groups, and social attraction towards members (rather than leaders) of in-groups and out-groups have been investigated. However, social attraction hypothesis concerning the leadership, which states that leader group prototypicality is associated with social attraction especially among high identifiers, and that social attraction, in turn, is related to leadership endorsement and effectiveness has yet to be empirically studied.

Hogg (2001) suggests that depersonalized social attraction, which is predicted by leader prototypicality and enhanced by followers' social attraction, is associated with a number of positive outcomes other than leadership endorsement and effectiveness.

These outcomes include followers' trust in leader, and external attributions for negative leadership behaviors. Related to these outcomes it is suggested here that followers whose social attraction towards the leader is high are more likely to trust the leader, and less likely to attribute responsibility to the leader for negative behaviors than those whose social attraction is low.

Similarly, leader group prototypicality can also increase personal attraction towards the leader through its effect on social attraction especially after a period of time. Followers who are not attracted to the leader due to their idiosyncratic preferences or match between their personality and that of the leader (i.e., personal attraction) may develop social attraction due to the leaders' representativeness of the group. In time, social attraction may result in a generalized liking between the follower and the leader. Therefore, although leader prototypicality is more strongly associated with depersonalized social attraction towards the leader, it may also predict personal attraction towards the leader in long term dyads. Personal attraction, in turn, is expected to result in the same positive follower outcomes with social attraction, namely, perceived leadership effectiveness, and trust in leader (Levin, Whitener, & Cross, 2004). Therefore, hypotheses concerning the relationship between leader group prototypicality, social attraction, and personal attraction are as follows:

Hypothesis 7: The relationship between leader group prototypicality and positive follower outcomes are partially mediated by depersonalized social attraction and personal attraction towards the leader in such a way that leader group

prototypicality is positively associated with perceived leadership effectiveness, and trust in leader both directly and through its effects on social and personal attraction.

1.4.2 Leader Prototypicality, Social Attraction, and Proximal Follower

Cognitions: Attributions for Leader Behavior

Following the social attraction hypothesis, Hogg (2001) asserts that “...prototypicality and social attraction work in conjunction with attribution and information processing to translate perceived influence into active leadership” (p. 190). Attributions serve to sense making about others’ behaviors. In group contexts, highly prototypical members are figural against the background; they are more influential due to both perceived prototypicality and social attraction. Social cognition literature suggests that individuals are likely to attribute such members’ behaviors to internal or dispositional factors. However, the nature of dispositionally attributed behavior is likely to vary depending on the perceived prototypicality of the leader and followers’ social identification level. More specifically, prototypical leaders’ positive behaviors are more likely to be internally attributed whereas negative behaviors or failures of a prototypical leader are more likely to be externally attributed particularly by followers with high identification.

In relation to attributions and leadership prototypicality, Giessner and van Knippenberg (2008) asserted that failure to achieve group-based goals was an important factor that decreased follower endorsement of leaders since; in general, such failures were often attributed to leaders. Building on SIT of leadership, the authors suggested

that there might be some conditions under which leaders had a “license to fail” and did not suffer bad outcomes after failures. Giessner and van Knippenberg proposed that group-prototypical leaders would be more trusted by their followers, which in turn, would be positively associated with perceptions of leadership effectiveness even under failure condition. As hypothesized, prototypical leaders were more trusted and were given more credit than non-prototypical leaders under failure to achieve (maximal) goals.

Although the amount of empirical evidence is scarce, at least one previous study showed that leader group prototypicality might have a buffering effect for leaders under conditions of failure. One possible explanation for this is associated with attribution hypothesis. On the one hand, when the leader is perceived as high on group-prototypicality, followers (i.e., especially high identifiers) may be likely to attribute his or her positive behaviors and outcomes related to the group (i.e., successes) to internal characteristics of the leader. On the other hand, when he or she fails or perform negative leadership behaviors, followers may be likely to make external attributions such as attributing the outcome to the contextual constraints. As stated by Hogg (2001), along with prototypicality, social attraction towards the leader is also expected to positively affect followers’ cognitions. That is, individuals are more likely to make positive attributions for others’ behaviors when they like or are attracted towards the target. Leader group prototypicality is likely to be associated with social and personal

attractions, which in turn, is negatively associated with responsibility attributions for negative leader behaviors. Therefore, the next hypothesis is generated as follows:

Hypothesis 8: Leader group prototypicality is negatively associated with responsibility attributions for negative leadership behaviors both directly and through social attraction and personal attraction towards the leader.

1.4.3 Follower Outcomes of Leader Group Prototypicality: The Moderating Role of Followers' Social Identification

The basic assumption of SIT of leadership is that positive effects of leader group prototypicality on follower outcomes are moderated by followers' social identification with the group. Social identification implies perception of belonging to the group and internalization of group values and norms (Hogg, 2001; Wiesenfeld et al., 2001). When individuals are highly identified with the group, the leaders' representativeness gains significance and they are more sensitive to the cues reflecting the leader's prototypicality. For followers whose identification with the group is low, prototypicality of the leader is not the primary concern since they do not internalize the group's identity, values and norms. Rather, personal preferences for leadership styles or behaviors gain significance and the match between these preferences (or Implicit Leadership Theories; Epitropaki & Martin, 2004; Lord, Foti, & De Vader, 1984) and the actual leader characteristics determine the quality of leader-follower relationships as well as follower outcomes. In other words, positive effects of leader prototypicality on

follower outcomes and cognitions are likely to be stronger among high identifiers than low identifiers. Therefore, the next hypothesis is generated as follows:

Hypothesis 9: The relationships of leader group prototypicality with positive follower outcomes and cognitions are moderated by followers' social identification with the group.

1.4.4 Relationship between Follower Attributions for Leader Behavior and Follower Outcomes

Attributions may act as a secondary partial mediator between leader group prototypicality and follower outcomes. However, there is no direct evidence that follower attributions for leader behaviors affect outcomes such as leadership effectiveness, and trust in leader. Yet, social psychological research suggest that attributions are important predictors of interpersonal and personal outcomes such as relationship satisfaction, aggression, and emotions (e.g., Fincham, Beach & Baucom, 1987; Fincham & Bradbury, 1992; Fincham, Bradbury, Arias, Byrne, & Karney, 1997; Fincham, Paleari, & Regaila, 2002). In general, when individuals think that the other party intentionally performs a negative behavior and that she or he should be blamed for the given act (responsibility attributions) they are more likely to report anger, and to be dissatisfied from the relationship.

Leader-follower relationship is a dyadic relationship which is interpersonal in nature; therefore, similar suggestions for this relationship can be made. To illustrate, followers are less likely to perceive leadership effectiveness when they attribute his or

her negative behaviors to internal factors such as personality than when they attribute these behaviors to external factors such as situational requirements or effects of others. Consistent with this, internal attributions rather than external attributions for positive leader behaviors are likely to enhance followers' trust to the leader since they think that his or personality is the reason of such positive behaviors (rather than contextual factors). Providing some indirect support for these arguments, Harvey and Martinko (2009) found that followers' self-serving bias (i.e., attributing success to internal factors and failures to external factors) in organizational contexts predicted reduced job satisfaction and conflict with the supervisor. Taking into account the fact that individuals who are likely to make self-serving bias frequently are also likely to attribute others' success to external factors and failures to internal factors, it is plausible to suggest that these individuals would be more likely to make responsibility attributions for negative leader behaviors. Hence, they are likely to have low perceptions of leadership effectiveness, trust in leader, and job satisfaction. However, as suggested above, although it is theoretically sound and there exists some support for the above specified relationships in the literature regarding leaders' attributions for follower behaviors (e.g., Martinko, Harvey, & Dasborough, 2011; Martinko, Harvey, & Douglas, 2007), there is no direct evidence up to date that suggesting a link between follower attributions for leader behaviors and follower outcomes. Yet, the effect of attributions for leader behaviors on followers' perceptions of leadership effectiveness, trust in

leader, and job satisfaction are worth to investigate and constitute the exploratory part of the present research.

1.4.5 Distal Follower Outcomes: Job Satisfaction and Task-Performance

Finally, job satisfaction and supervisory-rated task performance are included as the distal follower outcomes which are likely to be predicted by more proximal outcomes of perceptions of leadership effectiveness, and trust in leader. Job satisfaction is among the most widely investigated employee attitudes and it can be defined as satisfaction that arises from general positive work experience (Kalleberg, 1977). Job satisfaction is associated with overall well-being and has important implications for general life experience (Kalleberg, 1977).

The early literature suggested a number of variables that predicted or were associated with job satisfaction including (but not limited to) employee traits (e.g., Vroom, 1964), job characteristics (e.g., Shepard, 1970); and organizational structure (e.g., Porter & Lowler, 1965). More recent studies focused on leader-subordinate relationships, specific leadership styles, and follower perceptions of leader behaviors as predictors of job satisfaction (e.g., Bono & Judge, 2003; Code & Langan-Fox, 2001; Judge, Locke, Durham, & Kluger, 1998). The interaction with the leader at the workplace is essential and it constitutes an important part of work experience. Therefore, it is suggested that the quality of the dyadic relationship between the leader and the followers and satisfaction with this relationship positively affect overall job satisfaction. To illustrate, in a study that employed a longitudinal design, Epitropaki and

Martin (2005) found that the mismatch between implicit theories of leadership and actual leadership behaviors were negatively associated with the quality of leader-member exchange, which in turn, predicted job satisfaction, organizational commitment, and well-being of subordinates.

Trust is another key variable that has many positive effects on employee outcomes such as organizational identification and psychological empowerment (Göncü et al., 2009). Trust can be defined as “a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another” (Rousseau, Sitkin, Burt, Camerer, 1998, p. 395). Inelmen (2006) defined four factors that are required for building trusting relationship with supervisor which are competence, communication, consistency and credibility/integrity. Rather than being the indicator of professional job knowledge only, competence is argued to reflect a combination of traits such as decision making skills and personality. Communication is suggested to be the essential part of a trusting relationship. Consistency and credibility are very much related with subordinates’ perceptions about leaders’ integrity, morality, sense of justice and perceptions regarding the extent to which leader’s behaviors are consistent with what he or she says.

Similarly, Weichun, May, and Avolio (2004) argued that trust in leader has two main aspects: belief in behavioral consistency of the leader with his or her words and benevolence towards others. The authors also suggested that leaders who are trusted by their followers would be those who appreciate and protect the rights of their followers

and who behave in a manner which allows others to benefit from their actions.

Consistently, followers who trust in their leaders are more likely to be loyal to him or her than those who do not trust in their leaders. Moreover, credibility aspect of trust is associated with perceived leadership effectiveness and those who work with effective leaders have a more positive work experience than those who work under supervision of ineffective leaders. Therefore, it is suggested that trust, and perceived leadership effectiveness, also likely to positively affect overall job satisfaction.

Perceptions of leader group prototypicality as well as employees' perceptions of leadership effectiveness, and trust in leader may also affect task performance through increased effort and motivational processes that directly enhance effort and performance such as psychological empowerment. To illustrate, Hirst et al. (2009) found that highly identified followers who perceived high leader group prototypicality were more likely to show creative effort, which, in turn, was associated with high creative performance. Göncü et al. (2009) found that trust was positively associated with psychological empowerment which was related to extra-role behaviors. It can be argued that those who are motivated in part by trust and psychological empowerment to perform extra-role behaviors would also perform necessary behaviors to accomplish assigned tasks (i.e., task performance). Similarly, followers who trust in the leader would be willing to maintain positive relationships with the leader and to reciprocate the trust by meeting the performance expectations. Therefore, they are expected to put more effort for the assigned tasks than less trusting employees especially when they lack necessary skills.

This attitude and effort is likely to be associated with high task performance. Moreover, van Knippenberg, Lossie, & Wilke (1994) suggested that especially high identifiers would be more attentive to highly prototypical leaders and be more willing to be persuaded by them since they trust in those leaders more than non-prototypical leaders. Hirst et al. (2009) asserted that such willingness was likely to be influenced by the leader and attentiveness to his or her appeals would be reflected in both increased effort to meet performance expectations and task performance. Supporting these arguments and findings, Simmons, Gooty, Nelson, and Little (2009) found that among the investigated variables of hope, burnout, and trust in supervisor, the only variable that had a positive relationship with supervisory-rated task performance was trust. Moreover, in a very recent research Schaubroeck, Lam, and Peng (2011) showed that both cognitive and affect-based trust in leader which were predicted by transformational and servant leadership behaviors were positively associated with team performance through team potency and psychological safety. Therefore, the final hypothesis of the present research is as follows:

Hypothesis 10: Followers' perceptions of leadership effectiveness, and trust in leader (i.e., general leadership effectiveness) are positively associated with job satisfaction and task-performance.

In summary, the second model suggests that followers' perceptions of leader group prototypicality are positively related to perceptions of leadership effectiveness, trust in leader, and negatively associated with responsibility attributions for negative

leader behaviors, both directly, and through social and personal attraction towards the leader. The positive effects of leader group prototypicality on proximal follower outcomes and cognitions are hypothesized to be enhanced by followers' social identification with the group. The proximal follower outcomes of perceptions of leadership effectiveness, and trust in leader are, in turn, are proposed to predict distal follower outcomes of job satisfaction and task performance.

CHAPTER 2

METHOD

2.1 Participants and the Procedure

Data were obtained from a sample of 581 white-collar employees from five different private organizations operating in construction ($N = 130$), financial and architectural consulting ($N = 47$), service ($N = 14$), and metal ($N = 10$) sectors and six different administrative units of a public university ($N = 380$) located in Ankara, Turkey. The top managers of the organizations operating in private sector were contacted personally by the researcher and they were informed about the aims and the method of the study via e-mail. The managers who agreed their employees to be informed about the study were personally informed further by the researcher. Next, the employees were informed about the study and the data collection dates via e-mail. The surveys were given in envelopes to the employees personally by the researcher and the employees were informed that the surveys would be collected in closed envelopes by the researcher on an agreed date and time.

The directors of the administrative units of the university were contacted through the head of the personnel department in that university. Again, the employees of these administrative units were informed about the research and data collection process via e-mail. The data were collected two to four days after the e-mails were sent. Out of 1050 surveys, 581 were completed and the overall response rate was 54%. Participation was voluntary; and the participants were assured of confidentiality by the researcher.

The survey package for the employees was consisted of fifteen scales and a separate section in which demographic information regarding the participants' gender, age, education, tenure at the current position, tenure with the current immediate manager, schedule of the job (part-time vs. full-time), contract type of job (whether permanent or temporary), sector, department, and the type of the organization was assessed (Appendix A).

The immediate supervisors of the voluntary participants, who agreed to write their names on the survey and let the researcher collect matched data regarding their task performance from their supervisors, were contacted ($N = 173$). The manager package included a measure of task performance along with demographic questions (Appendix B). Among 581 participants, 173 agreed their supervisors to evaluate their task performance ($N_{\text{University}} = 47$; $N_{\text{Private}} = 126$). The supervisors were contacted personally by the researcher and administered the surveys that included the names of their employee(s). Fourteen immediate supervisors rejected to participate in the study. Therefore, 159 supervisory-rated task performance data were collected.

Since the main variables of the present research were leadership style and follower identification with the group, having worked with the immediate supervisors for at least three months and working in a group environment were the critical conditions to be included in the study sample. Therefore, participants who had at least three months of tenure with their immediate supervisors and who worked in a group of at least three

employees were included in the final analyses. Hence, the final data set included 515 employees and 159 supervisors.

The demographic characteristics of the final sample are presented in Table 2.1. As can be seen, the participants were generally young adults at their 30s. The sample was balanced in terms of gender. Overall, the participants were well-educated. Tenure with the current manager was high; therefore, employees had enough opportunity to observe their immediate supervisors for providing accurate information regarding their leadership styles.

2.2. Measures

Leader group prototypicality. Leader group prototypicality was assessed with van Knippenberg and van Knippenberg's (2005) 5-item scale and additional 10 items developed by the researcher in Turkish. A sample item of the original scale is "The program leader is a good example of the kind of people that are members my team" and a sample item developed by the researcher is "In general, my supervisor gives the impression that s/he is one of us)." The participants are asked to evaluate each item on a 5-point Likert scale ranging from "1 = strongly disagree" to "5 = strongly agree." In a recent study, Hirst et al. (2009) reported an internal reliability of $\alpha = .94$ for van Knippenberg and van Knippenberg's (2005) 5-item leader group prototypicality scale and that the scores on this measure were positively correlated with followers' team identification. The leader group prototypicality scale was used for the first time in

Table 2.1 Demographic characteristics of the participants

	Mean	SD	Range	N	%
Age	36.01	9.97	18 – 84		
Gender					
Male	-	-	-	294	57.1
Female	-	-	-	191	37.1
Education					
Primary school	-	-	-	26	5.0
High school	-	-	-	117	22.7
Two-year college	-	-	-	72	14.0
Four-year college	-	-	-	191	37.1
M.S. or M.A	-	-	-	56	10.3
Ph.D.	-	-	-	5	1.0
Positional tenure (years)	5.16	5.97	0.25 – 30	-	-
Tenure with the supervisor (years)	3.65	4.32	0.25 – 25	-	-
Sector					
Education	-	-	-	315	61.2
Construction	-	-	-	129	25.0
Metal	-	-	-	10	1.9
Service	-	-	-	14	2.7
Consulting	-	-	-	47	9.1

Turkey; therefore, the scale was subjected to conventional translation/back-translation procedure.

Followers' social identification. Followers' social identification with their work group was assessed with a reworded version (Göncü et al., 2009) of Mael and Ashforth's (1992) measure of organizational identification in the present study. The

scale consists of six items that are rated on a 5-point Likert Scale ranging from “1 = strongly disagree” to “5 = strongly agree.” Higher scores indicate higher level of identification. The original six-item organizational identification scale was translated into Turkish by Bayazıt, Aycan, Aksoy, Göncü, and Öztekin (2006). A sample item of the original scale is “This organization’s successes are my successes” and is reworded by Göncü et al. (2009) as “This work group’s successes are my successes” in order to reflect social identification with the work group. According to Mael and Ashforth (1992) the coefficient alpha of the original scale ranged from $\alpha = .81$ to $.89$. Göncü and colleagues reported an internal reliability estimate of $\alpha = .84$ for the Turkish version of the scale. Regarding the validity of the measure, the authors found that followers’ social identification with the work group was positively associated with trust in leader and organizational citizenship behaviors (OCBs) directed towards work group.

Paternalistic leadership. Paternalistic leadership was measured by the Paternalistic Leadership Scale originally developed by Aycan (2006). The scale is composed of 21 items assessing paternalism in five dimensions: *family atmosphere at work*, *individualized relationships*, *involving in employees’ non-work lives*, *loyalty expectations*, and *status hierarchy and authority*. Family atmosphere at work is based on five items (e.g., “Behaves like a family member (father/mother or elder brother/sister) towards his/her employees”). Individualized relationships dimension is assessed by 4 items (e.g., “Places importance to establishing one-to-one relationship with every employee”). Involve in employees’ non-work lives is based on four items

(e.g., “Attends special events of employees (e.g., weddings and funeral ceremonies, graduations etc.)”). Loyalty expectation is assessed with three items (e.g. “Expects loyalty and deference in exchange for his or her care and nurturance”). Status hierarchy and authority is measured with five items (e.g., “Asks opinion of employees about work-related issues, however, makes the last decision himself or herself”). Responses were obtained on a 5-point Likert scale from “1 = never” to “5 = always.” Higher scores indicate increased paternalism. Ayca (2006) reported a Cronbach’s alpha of .87. Paternalistic leadership as assessed by this measure was found to be positively associated with individuals’ vertical collectivism orientation (Ayca, 2006), followers’ trust in leader, organizational identification, psychological empowerment, impression management, and OCBs (Göncü et al., 2009), and decreased incidents of bullying in the workplace (Soylu, 2011) in Turkish samples; and followers’ preference for leadership style in military jobs in an American sample (Göncü & Johnson, 2009).

Relationship-oriented and task-oriented leadership styles. Fleishman’s (1953) Leadership Opinion Questionnaire (LOQ) was used to assess employee perceptions of leadership orientation. The scale consists of 40 items of which 20 items measure the leader’s people or relationship orientation, and 20 items assess the task orientation. A sample item for people-orientation scale is “S/he gets the approval of the staff on important matters before getting ahead,” and a sample item for task-orientation scale is “S/he pushes the staff for greater effort.” Responses were obtained on a 5-point Likert scale ranging from “1 = never” to “5 = always.” Fleishman (1953) reported reliability

coefficients of $\alpha = .89$ and $\alpha = .88$ for the people-orientation and task-orientation scales, respectively. The questionnaire was translated into Turkish by Sümer and Bilgiç in an unpublished research. In a more recent study, Özmen (2005) reported that internal reliabilities of people-oriented and task-oriented leadership styles as assessed by subordinates were .83 and .84, respectively. Subordinate-rated people-orientated leadership style was found to be positively associated with employees' job satisfaction ($r = .51, p < .01$), affective commitment ($r = .22, p < .01$), normative commitment ($r = .16, p < .05$), and self-rated contextual performance ($r = .16, p < .05$). Task-oriented leadership style was positively related to followers' job satisfaction ($r = .38, p < .01$), affective commitment ($r = .26, p < .01$), normative commitment ($r = .27, p < .01$), supervisory-rated general performance ($r = .22, p < .01$), self-rated task-performance ($r = .27, p < .01$), self-rated contextual performance ($r = .37, p < .01$), and self-rated general performance ($r = .34, p < .01$).

Collectivism/individualism. Individuals' cultural orientations of collectivism and individualism were measured with Triandis and Gelfand's (1998) individualism/collectivism scale. The scale includes 16 items assessing four sub-dimensions: horizontal individualism (HI), vertical individualism (VI), horizontal collectivism (HC), vertical collectivism (VC). The scale was translated into Turkish by Robert and Wasti (2002) and the subscales were used in a number of studies in Turkey (e.g., Ayca, 2006). A sample item is "Family members should stick together, no matter what sacrifices are required (VC)." The responses were given on a 5-point Likert scale

ranging from “1 = strongly disagree” to “5 = strongly agree.” High scores mean high collectivism or individualism orientation. Robert and Wasti (2002) reported reliability coefficients of $\alpha = .68$ and $\alpha = .67$ for collectivism (allocentrism) and individualism (idiocentrism) scales, respectively.

Motivational tendencies. The items of need for affiliation, need for approval, need for power, and need for achievement subscales of the Manifest Needs Scale developed by Demirutku (2000) and further modified and improved by Aydın (2002) were used to assess motivational tendencies of employees. The items were rated on a 5-point Likert scale ranging from “1 = strongly disagree” to “5 = strongly agree.” The need for affiliation subscale consists of eleven items (e.g., “I establish close relationships with my coworkers”). The need for approval subscale consists of ten items (e.g., “I change the way I express myself depending on the expectation of people around me”). The need for power subscale consists of eight items (e.g., “I would like to lead rather than to follow”). The need for achievement subscale consists of twelve items (e.g., “I seek for excellence when it is a matter of work/job”). Demirutku (2000) reported reliability coefficients of $\alpha = .59$, $\alpha = .64$, and $\alpha = .73$; and Aydın (2002) reported internal reliabilities of $\alpha = .65$, $\alpha = .74$, and $\alpha = .78$ for the subscales of need for affiliation, need for approval, and need for achievement, respectively.

Social attraction towards the leader. Social attraction towards the leader was assessed with eight items developed by the researcher. The items were developed to tap into the depersonalized social attraction towards the leader which was defined as liking

based on group membership rather than idiosyncratic preferences in interpersonal relationships (Hogg, 2001). These items were: “I think I would like my immediate supervisor even if s/he was not a member of this organization (reverse coded);” “I think that my immediate supervisor’s membership to this organization is an important basis for my positive feelings towards him/her;” “I think that my supervisor’s membership to this organization has an important effect on my positive attitudes towards him/her;” “I feel that I would not like my immediate supervisor if s/he was not from this organization;” “I would like my immediate supervisor even if s/he was not from this organization (reverse coded);” “My supervisor’s identity as a member of this organization is very important for me;” “I don’t think that I would get along well with a leader who is not a member of this organization;” “The identity of my supervisor as an employee of this organization is very important for me.” The responses were obtained on a 5-point Likert scale ranging from “1 = strongly disagree” to “5 = strongly agree.”

Personal attraction towards the leader. Personal attraction towards the leader was assessed with three items adapted from Hogg and Hains (1996). In order to provide consistency with the format of other items in the survey, original items which were in question format (e.g., “How much you would like your immediate supervisor to join you for a social activity ... (such as) going on holiday, attending a movie or concert – something (you) would like to do with a personal friend?”) were converted to statements. A sample item is “I would like my immediate supervisor to join me for a social activity ... (such as) going on holiday, attending a movie or concert – something I

would like to do with a personal friend.” Responses were obtained on a 5-point Likert scale ranging from “1 = strongly disagree” to “5 = strongly agree.” Regarding the discriminant validity of the measure, Hogg and Hains noted that personal attraction based on similarity was independent of prototypicality-based social attraction.

General leadership effectiveness. General leadership effectiveness is conceptualized as follower perceptions of leadership effectiveness, and trust in leader. *Follower perceptions of leadership effectiveness* were assessed with perceived leadership effectiveness scale adapted from van Knippenberg and van Knippenberg’s (2005) study, which included five items. A sample item is “My supervisor is an excellent supervisor” and the responses were obtained on a 5-point Likert scale ranging from “1 = strongly disagree” to “5 = strongly agree.” van Knippenberg and van Knippenberg (2005) reported an internal consistency of $\alpha = .93$ for the scale. The scale was translated in Turkish using traditional translation/back-translation procedure.

Trust in leader was assessed with “trust to supervisor scale” developed by İnclmen (2006). The scale involves eight items that are aimed to assess trustworthiness, positional power, fairness in performance evaluation, protection and loyalty of subordinates. The responses were obtained by using 6-point Likert scale ranging from “1 = strongly disagree” to “6 = strongly agree.” İnclmen (2006) reported an internal consistency of .82. The measure was used in a previous study regarding the leadership outcomes in Turkey by Göncü et al. (2009). Regarding the statistical properties of the scale, these authors reported a single factor explaining 52 % of the variance, after

excluding one item with negative loading. The reliability of the scale was found to be .83. Göncü and colleagues suggested that the item with negative loading had a problematic wording which caused misunderstanding of the intended meaning and should be reworded. In the present study, this item (i.e., “There are some situations that I would prefer to consult a higher level supervisor (R)”) was reworded as “There are some situations in which his/her expertise is not enough to solve (R).” The authors found that trust in the leader was positively associated with followers’ organizational identification, identification with the leader, social identification with the work group, psychological empowerment, and OCBs. In the present study, responses were obtained by using 5-point Likert scale ranging from “1 = strongly disagree” to “5 = strongly agree” in order to provide consistency with the other scales.

Attribution processes. Attributions for negative leader behaviors were assessed with two modified items of the Relationship Attribution Measure (RAM) developed by Fincham and Bradbury (1992) and additional four items developed by the researcher to tap into negative leader behaviors. Originally, the RAM assesses the attributions made for eight hypothetical romantic partner behaviors of which six are negative and two are positive filter items. A sample behavior in RAM is “Your wife criticizes something you do.” This item is reworded as “Your supervisor criticizes something you do” in order to assess attributions for leader behaviors. A sample item for negative leader behaviors developed by the researcher is “Your supervisor does not reward you for good work.”

Participants were asked to rate their agreement with each of the six items designed to assess responsibility attributions (locus, stability, globality, intent, selfish motivation, and blame) for each hypothetical leader behavior on a 5-point Likert-scale ranging from “1 = strongly disagree” to “5 = strongly agree.” Causal attributions are measured with locus, stability, and globality ratings; responsibility attributions are assessed with intent, selfish motivation, and blame ratings. A sample item is “My supervisor did this on purpose rather than unintentionally” (intent). The RAM was adapted to Turkish and used by a number of researchers (e.g., Tutarel-Kışlak, 1997). Recent studies revealed that the Turkish version of the RAM had high internal reliability (e.g., $\alpha = .91$, Göncü & Sümer, in press).

In addition, attributions for positive leader behaviors were assessed in the present research. The six negative leader behaviors presented in the attributions for negative leader behaviors measure were reworded to represent positive leader behaviors. A sample behavior is “Your supervisor rewards you for a good work.”

Job satisfaction. Job satisfaction was measured with the one-item faces scale (Kunin, 1955). The participants were asked to indicate which of the facial impressions best reflected their general satisfaction with their job on a 7-point scale. Both women and men facial impressions were provided to the participants on the same scale. In a recent study conducted in Turkey, Erol (2010) reported that the faces scale had test-retest reliability of .79 in two-week interval and it was positively associated with

positive affective states at the workplace and was negatively correlated with turnover intentions.

Task performance. Beffort and Hattrup's (2003) task performance measure that was translated into Turkish by Karakurum (2005) and further developed by Bilgiç et al. (2010) was used in the present study. The measure consists of eleven items and a sample item is "I think that (this employee) performs well at work." The responses were obtained on a 5-point Likert scale, ranging from "1 = never" to "5 = always." Internal consistency estimate of the scale as reported by Bilgiç et al. was $\alpha = .88$.

CHAPTER 3

RESULTS

Overview

Analyses are conducted in five steps and hence the results are presented under five corresponding headings. In the first step, following an initial data screening for out of range values, exploratory factor analyses and/or reliability analyses are conducted on the measures used. The second step involves further data screening and cleaning procedures as well as testing of the assumptions underlying the statistical techniques to be used in hypotheses testing. In the third step correlations and other descriptive statistics are computed. The fourth step includes testing of the hypotheses using moderated multiple regression and structural equation modeling techniques. The final step includes some post-hoc analyses that are exploratory in nature.

3.1 Factor Structures and/or Reliability Analyses of the Study Measures

Prior to the computation of scale scores, descriptive statistical analyses and testing of the hypotheses, reliability analyses of the study measures were carried out. Principle component analyses were conducted to examine the factor structure of the translated/back-translated and recently developed measures used in the present study. Cronbach's alpha was used as the estimate of reliability.

Leader group prototypicality. A principle component analysis with varimax rotation revealed two factors explaining 61.2% of the variance. However, five of the fifteen items cross-loaded on the first and the second factors. A subsequent exploratory

factor analysis after excluding the cross-loaded items revealed two factors explaining 65.4% of the variance. Ten items loaded on the first factor in the proposed direction; one reverse coded item (item 4) loaded on the second factor. The same pattern was also found when the leader group prototypicality scale was factor analyzed separately for the samples from public and private sectors. After excluding the reversely coded item loading on the second factor, the single factor explained 61.1% of the variance. In order to find out whether the cross-loading pattern would change or not, an exploratory factor analysis with promax rotation was conducted. Four of the five cross-loading items revealed the same pattern. After excluding these four items, exploratory factor analysis with promax rotation revealed a one-factor solution explaining 57.5% of variance. Therefore, the final scale included 11 items and the internal consistency of the leader group prototypicality was .92. Two of the items in the 11-item final scale were from van Knippenberg and van Knippenberg's (2005) 5-item measure and the nine of the remaining items were from those 10 items developed by the researcher. The final version of the scale is presented in Appendix C.

Follower identification with the group. An exploratory factor analysis on the five item scale with varimax rotation revealed one factor explaining 42.4% of the variance. The internal reliability of the scale was somewhat lower than expected ($\alpha = .64$), yet acceptable considering the relatively small number of items. Factor analysis results and item loadings are presented in Appendix D.

Paternalistic leadership. The Cronbach's alpha of the 21-item scale was .92. However, the reliability analysis of the paternalistic leadership scale revealed that the item-total correlations of the items 7, 9, and 12 were lower than the expected value of .30 (i.e., .26, .06, and .24, respectively). After eliminating these three items, the reliability of the resulting 18-item scale was .94. Since the reliability estimates of the two versions were not very different, a decision was made to use the original 21-item scale in the final analyses.

Relationship-oriented and task-oriented leadership style. The reliability analysis revealed that the relationship-oriented leadership scale had a satisfactory internal consistency estimate ($\alpha = .88$). However, item-total correlations of three of the items were very low; and, more importantly, one of the items had a negative item-total correlation (.06, -.26, and .29; Cronbach's alpha if item deleted .91, .89 and .90, respectively). Therefore, these items were excluded from the final scale. The Cronbach's alpha of the 17-item relationship-oriented leadership style scale was found to be .91.

The Cronbach's alpha of the task-oriented leadership scale was .77. Item-total correlations were examined and three items that were found to have low or negative correlations (.21, -.25, and -.32; Cronbach's alpha if item deleted .77, .80, and .81, respectively) were detected. After excluding these items, internal consistency of the 17-items task-oriented leadership style scale was .84. Final versions of both R-O and T-O leadership scales and the eliminated items are presented in Appendix E.

Collectivism/Individualism. The collectivism scale which had eight items had an internal reliability of .71. The Cronbach's alpha of the 8-item individualism scale was .64. The reliability estimates of these scales were consistent with those reported by previous researchers (e.g., $\alpha = .67$ for collectivism scale, and $\alpha = .68$ for individualism scale; Robert & Wasti, 2002).

Need for affiliation. The reliability analysis of the eleven-item scale revealed that the internal consistency was .69 and that three items (i.e., items 6, 8, and 11) had low item-total correlations (i.e., Cronbach's alphas if item deleted were .72, .70, and .70, respectively). After excluding these three items, the internal consistency of the 8-item scale was .74. The items included in the final scale and excluded items are presented in Appendix F.

Need for approval. The 10-item need for approval scale had an internal reliability of .66. The results showed that one item (i.e., item 9) had very low inter-item correlation (Cronbach's alpha if item deleted was .70). The final scale including nine items had an internal reliability estimate of .70. The items in the final scale and the eliminated item are presented in Appendix G.

Need for power. Need for power which is not one of the main variables was assessed along with other motivational tendencies for exploratory purposes in the present study. The original eight-item scale had an internal reliability of .74. After excluding one item with very low inter-item correlation (i.e., item 8), the Cronbach's

alpha of the scale was .76. The items in the final scale and the eliminated item are presented in Appendix H.

Need for achievement. Reliability analysis showed that the internal consistency of the original twelve-item scale was .75. Item analyses revealed that two items (i.e., items 5 and 12) had low item-total correlations (.09 and .20, respectively). After excluding these items, the reliability of the final 10-item scale was $\alpha = .81$. The items in the final scale and the eliminated items are presented in Appendix I.

Social attraction and personal attraction towards the leader. In order to reveal whether or not social attraction and personal attraction towards the leader were conceptually different constructs, a principal component analysis with direct oblimin rotation was conducted on the eight items of the social attraction towards the leader scale and the three items of the personal attraction towards the leader scale adapted from Hogg and Hains (1996). The initial analyses revealed a three-factor solution explaining 62.9% of the total variance. The first factor included three of the personal attraction towards the leader scale and the two reverse coded items of the social attraction towards the leader scale. The second factor included the items that reflect the organization as the cause of participants' positive attitudes towards their immediate supervisors. The third factor was composed of the items that directed the participants to indicate what their attitude towards their supervisors would be if s/he was not a member of their organization. Following this analysis, another factor analysis in which the items were forced on two factors was conducted. The results showed that the two factors

explained 52.9% of the variance and the item loadings were in the expected direction (Appendix J).

In order to investigate whether social and personal attraction were conceptually different from each other, confirmatory factor analyses using LISREL 8.51 were also conducted. The fit indices revealed that the single factor solution had worse fit to the data [χ^2 (44, $n = 515$) = 1126.39, $p < .001$, RMSEA = .22, GFI = .72, AGFI = .57, NNFI = .52, CFI = .62] than the two factor solution [χ^2 (43, $n = 515$) = 924.774, $p < .001$, RMSEA = .20, GFI = .75, AGFI = .62, NNFI = .62, CFI = .70]. Then, the alternative two factor solutions in which model fit improved after eliminating the items having non-significant t-values one by one were tested. Further confirmatory factor analyses showed that the two factor solution including seven items had the best fit to the data [χ^2 (13, $n = 515$) = 53.04, $p < .001$, RMSEA = .08, GFI = .97, AGFI = .94, NNFI = .95, CFI = .97]. The first factor included items that represented personal attraction towards the leader (i.e., the three items of the original personal attraction scale and one reverse coded item of the original social attraction scale) whereas the second factor included items that represented social attraction towards the leader (i.e., the three items of the original social attraction scale). Hence, these factors were named as “personal attraction towards the leader” and “social attraction towards the leader”, respectively.

In line with the results, personal attraction towards the leader scale included the three personal attraction towards the leader items and one reverse coded item of the original social attraction scale (5), and the scale had an internal consistency of $\alpha = .84$.

The social attraction towards the leader scale consisted of three of the social attraction items (3, 7, and 8), and the internal consistency of the scale was $\alpha = .65$. Factor loadings of the items in the final social and personal attraction scales and the eliminated items are presented in Appendix K.

Follower perceptions of leadership effectiveness. A principle component analysis on the 5-item leadership effectiveness scale revealed a one-factor solution explaining 81.4% of the variance and the reliability of the scale was .94 Appendix L shows the factor loadings of items in the leadership effectiveness scale.

Trust in leader. An exploratory factor analysis of the 8-item trust in leader scale with varimax rotation revealed two factors explaining 68.7% of the variance. The two items that loaded on the second factor were the two reverse coded items of the scale and the reliability analysis also showed that these items had low inter-item correlations. The exploratory factor analysis after excluding these two items revealed a one factor solution explaining 67.7% of the variance with an internal consistency estimate of $\alpha = .90$. Factor loadings of the items in the final scale and the eliminated items are presented in Appendix M.

Attributions for negative and positive leader behaviors. As stated in the method section, overall responsibility attributions were measured on six dimensions (i.e., locus, stability, globality, intent, selfish motivation, and blame) for six different positive and negative leader behaviors. Overall responsibility attributions are composed of two broad dimensions: causal attributions and responsibility attributions. Causal attribution for

negative or positive leader behaviors score of an individual is calculated by taking the mean of the ratings made for the three dimensions (i.e., locus, stability, globality) for six different leader behaviors. Responsibility attribution for negative or positive leader behaviors score of an individual is calculated by taking the mean of the ratings made for the other three dimensions (i.e., intent, motivation, blame) for six different leader behaviors.

Causal attributions for negative leader behaviors subscale had an internal consistency of $\alpha = .96$ and responsibility attributions for negative leader behaviors subscale had a reliability of $\alpha = .98$. The reliability of the causal attributions for positive leader behaviors subscale was $\alpha = .89$; the internal consistency of the responsibility attributions for positive leader behaviors subscale was $\alpha = .92$. Items in the subscales are presented in Appendix N.

Supervisor-rated task performance. A principle component analysis on the 11-item task performance measure with varimax rotation suggested existence of a single factor that explained 63.6% of the variance. The reliability of the scale was $\alpha = .94$. Factor loadings of the items in the final scale are presented in Appendix O.

Self-rated task performance. In the present study, along with the supervisor-rated task performance, self-rated task performance was used mainly for exploratory purposes. A principal component analysis with varimax rotation on the 11-item self-rated task performance scale revealed a two-factor solution, explaining 52.2% of the variance. The second factor included the only reverse coded item of the scale and the

reliability analysis showed that this item had very low item-total correlation (.03). After excluding this item, the exploratory factor analysis revealed one factor explaining 47.1% of the variance and the reliability estimate of the scale was .81. However, in order to be able to compare supervisory-rated task performance item scores with self-rated task performance item scores with paired samples t-test analysis, all items were kept in the final self-rated task performance scale and the final 11-item scale had a reliability of .82. Factor loadings of the items in the scale are presented in Appendix P.

3.2 Data Screening and Assumption Testing

Investigation of the data entries for missing values revealed that out of 14420 data points, there were 269 missing data points (1.86%), and 107 of the missing values were for the demographic variables of gender and age. According to Tabachnick and Fidell (1996), in cases where missing data points are less than 5% of the total data set, any procedure designed to handle the missing values reveal similar results. Therefore, the missing values of the computed scale scores were replaced by the mean values of the scales, in order to keep the sample size as high as possible. The final sample included 515 cases.

In order to meet the assumptions of multivariate analysis, the normality and linearity of the measures were also checked. The histograms for the study variables showed that all of the variables had acceptable distributions in terms of normality. The scatter plots were examined for determining the linearity of the relationships between

the variables and these analyses revealed that the linearity assumption was, in general, met.

3.3 Descriptive Statistics

Means and standard deviations as well as range of the scores on the study variables are presented in Table 3.1. The correlation matrix and the alpha coefficients of the measures are given in Table 3.2.

Table 3.1 Descriptive statistics of the study variables

Variable	Mean	Std. Dev.	Min.	Max.
Age	36.13	10.07	18	84
Group size	11.13	11.14	3	65
Tenure with supervisor (years)	3.59	4.34	.25	25
Leader group prototypicality	3.33	.83	1.00	5.00
Follower identification with group	3.83	.64	1.80	5.00
Paternalistic leadership *	3.31	.75	1.00	5.00
Relationship-oriented leadership style *	3.14	.75	1.17	4.83
Task-oriented leadership style *	3.49	.53	1.82	5.00
Collectivism	4.11	.43	2.50	5.00
Individualism	3.51	.56	2.00	5.00
Need for affiliation	4.15	.46	2.00	5.00
Need for approval	3.38	.52	1.78	4.89
Need for power	3.25	.68	1.00	5.00
Need for achievement	4.16	.51	1.00	5.00
Social attraction towards the leader	2.44	.85	1.00	4.83
Personal attraction towards the leader	3.11	.99	1.00	5.00
Follower perceptions of leadership effectiveness	3.64	1.03	1.00	5.00
Trust in leader	3.49	.85	1.00	5.00
Causal attributions for negative leader behaviors	2.88	.83	1.00	5.00
Responsibility attributions for negative leader behaviors	2.47	.92	1.00	5.00
Causal attributions for positive leader behaviors	3.11	.57	1.00	4.67
Responsibility attributions for positive leader behaviors	3.07	.67	1.00	4.83
Job satisfaction	4.97	1.52	1.00	7.00
Supervisor-rated task performance *	3.79	.64	1.73	4.91
Self-rated task performance *	4.06	.50	1.00	5.00

Note. * Paternalistic leadership, relationship-oriented and task-oriented leadership, supervisor-rated and self-rated task performance are assessed with a 5-point Likert scale ranging from “1 = Never” to “5 = Always.” Job satisfaction (faces) scale values are based on a 7-point scale. All other variables are assessed using a 5-point Likert scale ranging from “1 = Strongly disagree” to “5 = Strongly agree.”

Table 3.2 Correlations among the study variables and reliabilities of the scales

	# of items	1	2	3	4	5	6	7	8
1. Age	-	-							
2. Group size	-	.13**	-						
3. Tenure with supervisor	-	.24**	.14*	-					
4. Leader group prototypicality	11	-.08	.00	-.14*	.94				
5. Follower identification with group	5	-.08	.06	-.10*	.21**	.64			
6. Paternalistic leadership	21	-.05	.02	-.05	.70**	.27**	.92		
7. Relationship-oriented leadership	17	.06	.02	-.08	.67**	.08	.55**	.91	
8. Task-oriented leadership	17	-.01	.03	-.06	.33**	.28**	.51**	.09*	.84
9. Collectivism	8	-.04	.03	-.04	.25**	.41**	.24**	.12**	.34**
10. Individualism	8	-.15**	.01	-.03	.10*	.20**	.12**	.00	.23**
11. Need for affiliation	8	-.03	-.04	-.03	.13**	.39**	.14**	.07	.27**
12. Need for approval	9	-.11*	.05	-.00	.17**	.33**	.24**	-.01	.34**
13. Need for power	7	-.17**	.01	-.08	.20**	.28**	.23**	-.00	.29**
14. Need for achievement	10	.10*	.01	-.01	.09*	.43**	.15**	.04	.28**
15. Social attraction towards the leader	3	-.05	.04	.01	-.18**	.05	-.06	-.21**	-.03
16. Personal attraction towards the leader	4	.01	.04	-.03	.70**	.21**	.60**	.61**	.22**
17. Follower perceptions of leadership effectiveness	5	-.04	-.01	-.06	.78**	.24**	.70**	.63**	.36**
18. Trust in leader	6	-.02	.05	-.14**	.77**	.21**	.72**	.69**	.39**
19. Causal attributions for negative leader behaviors	18	-.07	.01	.05	-.50**	-.02	-.46**	-.62**	-.12**
20. Responsibility attributions for negative leader behaviors	18	-.08	.03	.06	-.54**	-.05	-.49**	-.62**	-.16**

Note. Internal consistency reliability estimates are presented on the diagonal. * Correlation is significant at the .05 level (2-tailed). ** Correlation is significant at the .01 level (2-tailed).

Table 3.2 Correlations among the study variables and reliabilities of the scales (*continued*)

	# of items	1	2	3	4	5	6	7	8
21. Causal attributions for positive leader behaviors	18	-.09*	.03	-.04	.29**	-.01	.26**	.24**	.20**
22. Responsibility attributions for positive leader behaviors	18	-.13**	-.01	-.10*	.35**	.02	.33**	.29**	.23**
23. Job satisfaction	1	.07	.06	-.10*	.39**	.17**	.33**	.39**	.15**
24. Supervisor-rated task performance	11	.03	-.04	.16*	.11	-.04	.06	.21**	-.04
25. Self-rated task performance	11	.04	-.07	-.01	.12**	.28**	.10*	.10*	.25**

Note. * Correlation is significant at the 0.05 level (2-tailed). ** Correlation is significant at the 0.01 level (2-tailed).

Table 3.2 Correlations among the study variables and reliabilities of the scales (*continued*)

	# of items	9	10	11	12	13	14	15	16
9. Collectivism	8	.71							
10. Individualism	8	.34**	.64						
11. Need for affiliation	8	.58**	.15**	.74					
12. Need for approval	9	.39**	.46**	.30**	.70				
13. Need for power	7	.24**	.52**	.18**	.55**	.76			
14. Need for achievement	10	.51**	.32**	.58**	.27**	.25**	.81		
15. Social attraction towards the leader	3	-.09	.09*	-.13**	.08	.12**	.06	.65	
16. Personal attraction towards the leader	4	.25**	.04	.19**	.18**	.18**	.14**	-.17**	.84
17. Follower perceptions of leadership effectiveness	5	.21**	.03	.16**	.17**	.15**	.16**	-.15**	.73**
18. Trust in leader	6	.23**	.11*	.14**	.18**	.22**	.17**	-.19**	.68**
19. Causal attributions for negative leader behaviors	18	-.07	.13**	.01	.15**	.11*	.04	.24**	-.51**
20. Responsibility attributions for negative leader behaviors	18	-.10*	.09*	-.02	.11*	.08	-.01	.23**	-.51**
21. Causal attributions for positive leader behaviors	18	.06	.13**	-.04	.18**	.17**	-.08	.08	.21**
22. Responsibility attributions for positive leader behaviors	18	.16**	.07	.03	.17**	.12**	.00	.01	.27**
23. Job satisfaction	1	.18**	-.04	.16**	.06	.12**	.11*	-.09*	.32**
24. Supervisor-rated task performance	11	-.17*	-.19*	-.08	-.19*	-.11	.05	-.15	.08
25. Self-rated task performance	11	.36**	.27**	.34**	.15**	.25**	.41**	-.04	.11*

Note. Numbers on the diagonal are Cronbach's alpha coefficients. * Correlation is significant at the 0.05 level (2-tailed). ** Correlation is significant at the 0.01 level (2-tailed).

Table 3.2 Correlations among the study variables and reliabilities of the scales (*continued*)

	# of items	17	18	19	20	21	22	23	24	25
17. Follower perceptions of leadership effectiveness	5	.94								
18. Trust in leader	6	.77**	.90							
19. Causal attributions for negative leader behaviors	18	-.54**	-.55**	.96						
20. Responsibility attributions for negative leader behaviors	18	-.59**	-.57**	.84**	.98					
21. Causal attributions for positive leader behaviors	18	.21**	.28**	-.07	-.14**	.89				
22. Responsibility attributions for positive leader behaviors	18	.28**	.34**	-.16**	-.14**	.71**	.92			
23. Job satisfaction	1	.39**	.40**	-.34**	-.35**	.16*	.19**	-		
24. Supervisor-rated task performance	11	.12	.17*	-.16*	-.22**	.09	.05	.11	.94	
25. Self-rated task performance	11	.11*	.17**	.05	.05	.08	.05	.18**	.06	.82

Note. Numbers on the diagonal are Cronbach's alpha coefficients. * Correlation is significant at the 0.05 level (2-tailed). ** Correlation is significant at the 0.01 level (2-tailed).

The leader group prototypicality, relationship-oriented leadership style, need for power to convince others, and personal attraction scale scores were close to the midpoint (3.00). For social attraction towards the leader, the sample mean was slightly lower than personal attraction towards the leader sample mean. Follower identification with group, paternalistic leadership style, task-oriented leadership style, need for affiliation, need for approval, need for power, need achievement, follower perceptions of leadership effectiveness, trust in leader, and job satisfaction sample scores were slightly higher than the midpoint of the scales. The causal and responsibility attribution sample means for negative leader behaviors were lower than the causal and responsibility attribution sample means for positive leader behaviors. Finally, as would be expected, the sample mean of supervisor-rated task performance was slightly lower than the sample mean of self-rated task performance.

The scale means obtained from participants from public sector and private sector were also compared with independent-samples t-tests. Since the subsample from the private organizations included 200 individuals, a random sample of 200 participants were selected from the total subsample of 315 participants from the public organization included in the present study. The results revealed that among twenty five main variables, the means of only five variables were significantly different among two groups and two of these variables were motivational tendencies. Specifically, the means of task-oriented leadership style, followers' identification with the work group, need for achievement, need for power, and leadership effectiveness perceptions were higher

among the subsample from private sector than those among the subsample from public sector (Appendix R). The differences obtained were in line with the general expectations taking into account more competitive and achievement-oriented nature in private organizations compared to public organizations in Turkey. However, since only three of the means regarding the main variables were significantly different, the data from these two samples were combined in the main analyses.

In general, correlations among the study variables were in the expected direction and none of the correlations were above .90 which could be interpreted as an indication of absence of multicollinearity, which could be a potential threat to multivariate analysis and model testing. The demographic variable of age was significantly and negatively correlated with individualism, need for approval, need for power, and causal and responsibility attributions for positive leader behaviors; and was positively correlated with need for achievement. Interestingly, tenure with supervisor was negatively associated with leader group prototypicality, follower identification with group, trust in leader, responsibility attributions for positive leader behaviors, and job satisfaction; but it was positively related to supervisor-rated task performance.

Leader group prototypicality was positively correlated with paternalistic, relationship-oriented, and task-oriented leadership styles and positive perceptions, attributions and attitudes towards the leader (i.e., personal attraction towards the leader, follower perceptions of leadership effectiveness, trust in leader, causal and responsibility attributions for positive leader behaviors) as well as job satisfaction.

Leader group prototypicality was negatively associated with causal and responsibility attributions for negative leader behaviors. Contrary to expectations, the correlation between leader group prototypicality and social attraction towards the leader was not significant.

It is important to note that the leadership style that had the highest correlation with leader group prototypicality was paternalistic leadership, followed by relationship-oriented leadership. This finding supports the emic approach to leadership since it implies that the definition of leadership prototypicality in the Turkish cultural context is strongly associated with a common and welcome leadership style as well as a culture-specific behavior pattern in collectivistic and high power distance contexts, namely, paternalism. Paternalistic leaders are likely to be perceived as prototypical of the in-group since their behavioral style is in line with the shared belief regarding protective role of those with higher power and status, and norms and values regarding the distant or hierarchical yet genuine relationship with those in superior positions in the Turkish context.

Follower identification with the group was significantly and positively correlated with leader group prototypicality, paternalistic and task-oriented leadership, collectivism and individualism, all of the motivational tendency variables in the study, personal attraction towards the leader, follower perceptions of leadership effectiveness, and trust in leader, job satisfaction, and self-rated task performance.

The three leadership styles included in the present study (i.e., paternalistic, relationship-oriented, and task-oriented leadership styles) were also positively associated and, as expected, the highest correlation was found between paternalistic and relationship-oriented leadership styles ($r = .55, p < .01$). All of the leadership styles were positively related to personal attraction towards the leader, follower perceptions of leadership effectiveness, trust in leader, causal and responsibility attributions for positive leader behaviors, and job satisfaction and they were negatively associated with causal and responsibility attributions for negative leader behaviors. Paternalistic leadership style and task-oriented leadership style were also positively associated with social attraction towards the leader. Interestingly, the only leadership style that had positive correlation with supervisor-rated task performance was relationship-oriented leadership style.

The cultural orientations of collectivism and individualism were significantly and positively correlated with each other and with the entire motivational tendency variables included in the study (i.e., need for affiliation, need for approval, need for power, and need for achievement). In general, the correlations were in the expected direction. More specifically, collectivism had higher correlation with need for affiliation than individualism whereas individualism had higher correlations with need for power than collectivism. An interesting finding was that individualism was positively related to social attraction but not to personal attraction towards the leader, and collectivism was significantly associated with personal attraction but not to social attraction towards

the leader. Collectivism was negatively associated with causal and responsibility attributions for negative leader behaviors whereas individualism was positively related to these attributions. Both of the cultural orientations were positively related to attributions for positive leader behaviors, except that collectivism was not significantly associated with causal attributions for positive leader behaviors. Collectivism was positively associated with job satisfaction whereas individualism was not. Finally, both collectivism and individualism were negatively correlated with supervisor-rated task performance and this correlation was slightly higher for individualism than collectivism ($r = -.19, p < 0.05$ vs. $r = -.17, p < 0.05$). Finally, both of these cultural orientations were positively correlated with self-rated task performance.

Need for affiliation was found to be positively associated with other motivational tendencies. It was also positively related to job satisfaction. Need for approval was positively correlated with other motivational tendencies, positive perceptions, and attitudes towards the leader, and causal and responsibility attributions for both negative and positive leader behaviors. Interestingly, the correlation between need for approval and supervisor-rated task performance was negative and significant. Need for power was positively related to need for achievement. The correlations between need for achievement and trust in leader were positive and significant. Similar to need for affiliation, need for power and need for achievement were also positively associated with job satisfaction.

Contrary to the expectations, social attraction towards the leader was negatively correlated with follower perceptions of leadership effectiveness, and was positively associated with causal and responsibility attributions for positive leader behaviors. The reverse was true for personal attraction towards the leader. Moreover, social attraction was negatively and significantly associated with job satisfaction whereas personal attraction was positively related to job satisfaction. Personal attraction towards the leader was positively associated with leadership effectiveness variables (i.e., follower perceptions of leadership effectiveness and trust in leader), causal and responsibility attributions for positive leader behaviors, job satisfaction, and self-rated task performance. To sum, followers' social attraction towards the leader or attraction based on solely on organizational membership had negative influence over followers' attitudes towards the leader and perceptions of leadership effectiveness whereas personal attraction towards the leader which was based on similarities in personality or interests had positive effects on follower attitudes towards and perceptions of leaders as well as attitudes towards the job.

Follower perceptions of leadership effectiveness and trust in leader were positively related to causal and responsibility attributions for positive leader behaviors, job satisfaction, and self-rated task performance and they were negatively associated with causal and responsibility attributions for negative leader behaviors.

As expected, causal and responsibility attributions for negative and positive leader behaviors were significantly and negatively correlated. Among the attribution

measures, only the responsibility attributions for negative leader behaviors were negatively associated with supervisor-rated task performance. The correlations between attributions and job satisfaction were also in the expected direction. That is, causal and responsibility attributions for negative leader behaviors were negatively correlated with job satisfaction and causal and responsibility attributions for positive leader behaviors were positively associated with job satisfaction.

3.4 Hypothesis Testing

Hypotheses are tested in three steps. In the first step, moderated relationships suggested in the first model were tested. In the second step, mediated relationships proposed in the second model were analyzed through mediated path analyses using AMOS 5.0. The final step included exploratory analyses in which expanded models were tested through structural equation modeling. Each step and the results of the hypothesis testing are described in detail below.

3.4.1 Moderated Multiple Regression Analyses

In order to examine the moderating roles of cultural and motivational tendencies in the relationship of leadership styles (i.e., PL, R-O, and T-O) with followers' perceptions of leader group prototypicality and identification with the work group, a series of moderated multiple regression (MMR) analyses were carried out.

MMR analysis consists of three steps (Baron & Kenny, 1986). In the first step, criterion variable is regressed on the predictor variable. In the second step, criterion variable is regressed on the moderator. In the final step, criterion variable is regressed

on the cross-product of the predictor and moderator variables (the interaction term). If R^2 change is significant after the inclusion of the interaction term, this provides evidence for the existence of moderation. In the present analysis, as suggested by Aiken and West (1991), predictor and the presumed moderator variables were centered by subtracting the mean score from each raw score and making the mean 0 for all variables.

In the present study, an additional initial step was added to all moderated regression analyses. Tenure with current supervisor and work group size were entered in the first step as control variables. The decision to control these two variable was based on both theoretical and empirical concerns. Tenure with supervisor was significantly correlated with the main variables of leader group prototypicality ($r = -.14$, $p < .05$), followers' identification with the work group ($r = -.10$, $p < .05$), trust in leader ($r = -.14$, $p < .01$), responsibility attributions for positive leader behaviors ($r = -.10$, $p < .05$), job satisfaction ($r = -.10$, $p < .05$), and supervisor-rated task performance ($r = .16$, $p < .05$) as well as with group size ($r = .14$, $p < .05$). Therefore, in the first step of all MMR analyses tenure with supervisor and group size were entered in the regression equation. The results of these MMR analyses are summarized in Table 3.3.

Hypothesis 1a stated that leaders who were rated high on PL or R-O leadership were more likely to be perceived as group-prototypical by followers who score high on collectivistic orientation compared to those who score low on collectivism orientation. MMR results showed that the independent variable of paternalistic leadership which

Table 3.3 MMR analyses testing the moderating effect of cultural tendencies of individualism and collectivism and motivational tendencies of need for affiliation in the link of leadership styles with leader group prototypicality and identification with the work group

Criterion	<i>B</i>	St. β	<i>T</i>	<i>R</i> ²	<i>R</i> ² change	<i>F</i>	<i>F</i> change
Criterion: Leader Group Prototypicality							
Step 1. Tenure with Manager (Control Variable)	-.00	-.14**	-3.19	.020		10.208**	
Group Size (Control Variable)	-.00	-.06	-1.29	.023	.003	5.953*	1.683**
Step 2. Paternalistic Leadership (IV)	.78	.70***	22.30***	.505	.482	173.604***	497.365***
Step 3. Collectivism (moderator)	.16	.09**	2.81**	.512	.008**	133.920***	7.868**
Step 4. Paternalistic Leadership x Collectivism	.15	.07**	2.31**	.517	.005**	109.107***	5.319**
Criterion: Leader Group Prototypicality							
Step 1. Tenure with Manager (Control Variable)	-.00	-.14**	-3.19	.020		10.208**	
Group Size (Control Variable)	-.00	-.06	-1.29	.023	.003	5.953*	1.683**
Step 2. Paternalistic Leadership (IV)	.78	.70***	22.30***	.505	.482	173.604***	497.365***
Step 3. Individualism (moderator)	.02	.01	.43	.505	.000	130.041***	.184
Step 4. Paternalistic Leadership x Individualism	.19	.11***	3.55***	.517	.012***	108.906***	12.569***
Criterion: Leader Group Prototypicality							
Step 1. Tenure with Manager (Control Variable)	-.00	-.14**	-3.19	.020		10.208**	
Group Size (Control Variable)	-.00	-.06	-1.29	.023	.003	5.953*	1.683**
Step 2. Task-Oriented Leadership (IV)	.48	.32***	7.72***	.125	.102***	24.284***	59.585***
Step 3. Individualism (moderator)	.04	.03	.59	.125	.001	18.277	.349
Step 4. Task-Oriented Leadership x Individualism	.20	.09*	2.15*	.133	.008*	15.654***	4.637*
Criterion: Followers' Identification with the Work Group							
Step 1. Tenure with Manager (Control Variable)	-.00	-.10*	-2.28***	.010		5.184*	
Group Size (Control Variable)	.00	.09	1.93	.017	.007	4.472*	3.733
Step 2. Task-Oriented Leadership (IV)	.34	.28***	6.58***	.094	.077***	17.660***	43.298***
Step 3. Need for Affiliation (moderator)	.46	.34***	8.21***	.200	.106***	31.820***	67.412***
Step 4. Task-Oriented Leadership x Need for Affiliation	.23	.10*	2.51**	.210	.010*	26.983***	6.311*

Note. * $p < .05$, ** $p < .01$; *** $p < .001$

was entered into the analysis in the second step had a positive and significant relationship with leader group prototypicality ($B = .78, p < .001$). The unstandardized regression coefficient for moderator variable of collectivism was $.16 (p < .01)$, meaning that there was a significant positive relationship between followers' collectivism orientation and their perceptions of leader group prototypicality. The unstandardized regression coefficient for the interaction term of PL and collectivism was $.15 (p < .01)$. The R^2 change associated with the interaction term was $.005$ and it was significant at the conventional $.05$ level. In other words, the interaction between leaders' paternalistic leadership style and followers' collectivism orientation explained an additional $.5\%$ of the variance in leader group prototypicality perceptions over and above the $.8\%$ explained by the first-order effects of paternalistic leadership and collectivism alone.

To understand the form of the interaction, followers who were at low ($-1 SD$ from the mean) and high ($+1 SD$ from the mean) values of collectivism were chosen and the scores were plotted. Moreover, simple slopes t-tests were conducted to understand whether each slope differs from zero. The unstandardized simple slope for employees $1 SD$ below the mean of collectivism was $.68 (t(511) = 13.47, p < .001)$, and the unstandardized simple slope for employees $1 SD$ above the mean of collectivism was $.82 (t(511) = 18.83, p < .001)$. Employees who scored high on collectivism were significantly more likely to perceive the leader as group prototypical when the leader was perceived as high on paternalistic leadership; and they were significantly less likely

to perceive leader group prototypicality when the leader was low on paternalistic leadership. Employees who were low on collectivism were also significantly more likely to perceive the leader as group prototypical when the leader was high on paternalistic leadership; and they were less likely to perceive the leader (i.e., supervisor) as high on leader group prototypicality when s/he is low on paternalistic leadership.

In line with the hypothesis regarding the interaction, employees who scored high on collectivism orientation perceived the leader as more group-prototypical when their leader was high on paternalistic leadership than those who scored low on collectivism. Participants with high collectivism orientation were also significantly less likely to perceive the leader as group prototypical when the leader was low on PL than those with low collectivism scores ($\Delta R^2 = .005$, $F(1, 511) = 109.107$, $\beta = .07$, $p < .01$) (see Figure 3).

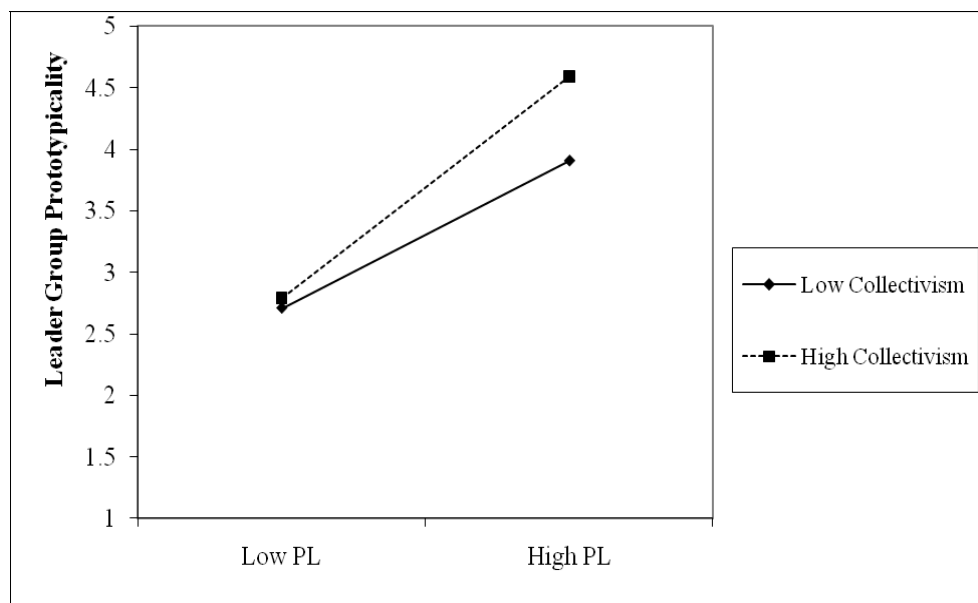


Figure 3. Moderating role of collectivism in the relationship between paternalistic leadership and leader group prototypicality

In order to test the second part of the hypothesis 1a, the moderator role of followers' collectivism orientation on the relationship between R-O leadership and leader group prototypicality was tested. The results showed that R-O leadership style which was entered in the regression equation in the second step after entering two control variables, was positively associated with leader group prototypicality ($\beta = .65$, $p < .001$). Collectivism orientation was also significantly associated with leader group prototypicality ($\beta = .18$, $p < .001$). However, the effect of interaction term of R-O leadership and collectivism on leader group prototypicality was not significant ($\Delta R^2 = .001$, $F(1, 488) = 153.005$, $\beta = .03$, $p > .05$). The second part of the hypothesis 1a suggesting that employees' collectivism orientation would moderate the relationship between R-O leadership and leader group prototypicality was not supported. Regardless of followers' collectivism orientation, highly R-O leaders were perceived as more group prototypical than leaders who scored low on R-O leadership. Therefore, Hypothesis 1a was partially supported.

Although it was not hypothesized that individualism orientation would moderate the relationship between PL and leader group prototypicality, the moderating effect of followers' individualism orientation in that relationship was also tested. The effect of individualism on leader group prototypicality was not significant ($\beta = .02$, $p > .05$). Interestingly, the effect of the interaction term of PL and individualism on leader group prototypicality was significant ($\Delta R^2 = .012$, $F(1, 511) = 108.906$, $\beta = .11$, $p < .001$). Specifically, the interaction between PL and followers' individualism orientation

explained an additional 2% of the variance in leader group prototypicality. Therefore, it was concluded that individualism orientation also moderated the relationship between PL and leader group prototypicality.

In order to understand the form of the interaction, followers who were at low (-1 SD from the mean) and high ($+1$ SD from the mean) values of individualism were chosen and the scores were plotted (see Figure 4). Moreover, simple slopes t-tests were conducted to understand whether each slope differs from zero. The unstandardized simple slope for employees 1 SD below the mean of individualism was $.65$ ($t(511) = 13.39, p < .001$), and the unstandardized simple slope for employees 1 SD above the mean of individualism was $.89$ ($t(511) = 20.09, p < .001$). Simple slopes analysis

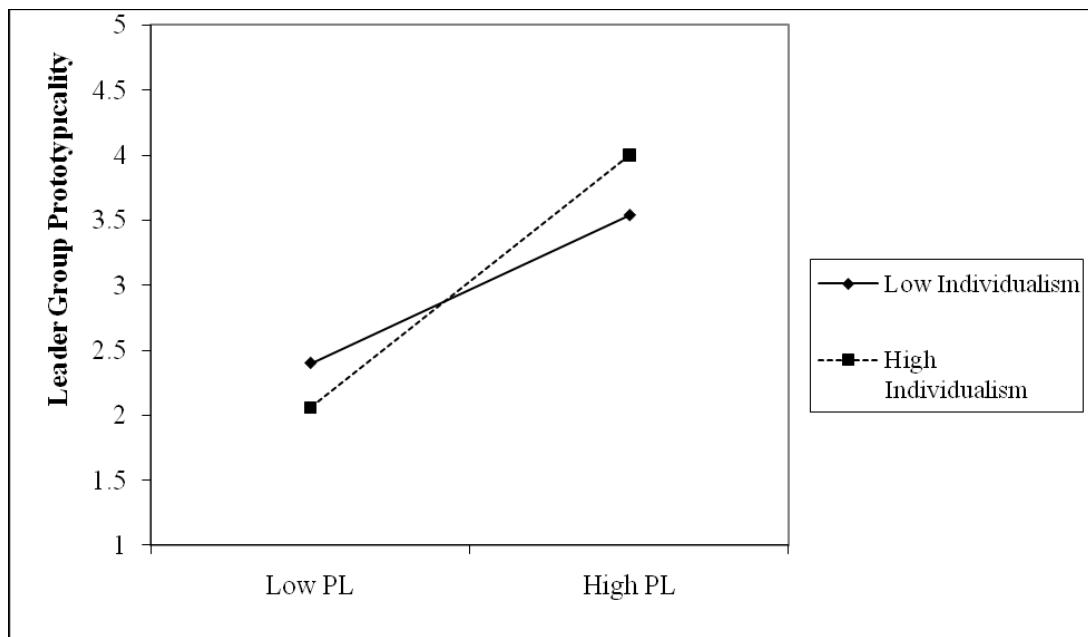


Figure 4. Moderating role of individualism in the relationship between paternalistic leadership and leader group prototypicality

revealed that employees who scored high on individualism were more likely to perceive their supervisors as group-prototypical when their supervisors were highly paternalistic; and they were less likely to perceive the leader as group prototypicality when the leader was low on PL. Similarly, employees who scored low on individualism were more likely to perceive leader group prototypicality when the leader was high on PL; and they were less likely to perceive the leader as group prototypical when their leader was low on PL. Employees who scored high on individualism orientation were significantly more likely to perceive the leader as high on leader group prototypicality when their leader was high on PL than those who scored low on individualism. Participants with high individualism orientation were also significantly less likely to perceive the leader as group prototypical when the leader was low on PL than those with low individualism scores.

An additional analysis was conducted to examine the moderating effects of both collectivism and individualism at the same time in the relationship between PL and leader group prototypicality. In this analysis, after entering tenure with supervisor and group size in the first step, PL (second step), individualism and collectivism (third step), and the interaction terms ($PL \times collectivism$ and $PL \times individualism$ - forth step) were entered in the following steps. The results of this analysis are presented in Table 3.4. As can be seen, parallel to the analysis where moderating effects of collectivism and individualism were examined separately, moderating effects of collectivism and

individualism were significant in this analysis as revealed by the significant interaction effects.

Table 3.4. Moderating effects of both collectivism and individualism at the same time in the relationship between PL and leader group prototypicality

Criterion	<i>B</i>	St. β	<i>T</i>	R^2	R^2 change	<i>F</i>	<i>F</i> change
Criterion: Leader Group Prototypicality							
Step 1. Tenure with Manager (Control Variable)	-.00	-.14**	-3.11				
Group Size (Control Variable)	.00	-.06	-1.30	.023		5.953**	
Step 2. Paternalistic Leadership (IV)	.78	.70***	22.30***	.505	.482	173.604***	497.365***
Step 3. Collectivism (moderator)	.16	.09**	2.81**	.512	.008**	133.920***	7.868**
Step 4. Individualism (moderator)	-.02	-.02	-.50	.513	.000	107.030***	.254
Step 5. Paternalistic Leadership x Collectivism	.15	.07**	2.32*	.518	.005*	90.855***	5.377*
Step 6. Paternalistic Leadership x Individualism	.17	.10**	2.99**	.526	.008**	80.386***	8.993**

Note. * $p < .05$, ** $p < .01$; *** $p < .001$

Hypothesis 1b suggested that PL and R-O leadership were more likely to be associated with social identification with the group among followers who score high on collectivistic orientation compared to those who scored low on collectivism orientation. This hypothesis was not supported. Both PL ($\beta = .19, p < .001$) and followers' collectivism orientation ($\beta = .37, p < .001$) were positively and significantly associated with followers' identification with the work group. However, interaction term did not found to have a significant effect on followers' identification ($\Delta R^2 = .002, F(1, 503) = 43.327, \beta = -.04, p > .05$). Therefore, it was concluded that PL was positively associated with follower identification with the work group regardless of employees' collectivism orientations.

The moderated multiple regression analyses were carried out in order to test the second part of the hypothesis 1b which suggested that collectivism would moderate the relationship between R-O leadership and followers' identification with the work group. However, R-O leadership did not have a significant effect on followers' identification with the work group ($\beta = .08, p > .05$). Therefore, the second part of the hypothesis 1b was not supported.

Hypothesis 2a proposed that leaders who were rated high on T-O leadership were more likely to be perceived as group-prototypical by followers who scored high on individualism orientation compared to those who score low on individualism orientation. The MMR results revealed that T-O leadership style was positively associated with followers' perceptions of leader group prototypicality ($\beta = .32, p < .001$). Individualism orientation did not have a significant relationship with leader group prototypicality ($\beta = .03, p > .05$). However, the interaction term of T-O leadership and individualism had a significant effect on leader group prototypicality and the R^2 change was significant ($\Delta R^2 = .008, F(1, 511) = 15.654, \beta = .09, p < .05$). Simple slopes analysis and t-tests revealed that the unstandardized simple slope for employees 1 *SD* below the mean of individualism was .36 ($t(511) = 4.21, p < .001$), and the unstandardized simple slope for employees 1 *SD* above the mean of individualism was .60 ($t(511) = 7.26, p < .001$). Employees who scored high on individualism were significantly more likely to perceive their highly task-oriented leaders as group prototypical than leaders who were low on T-O leadership. Employees who were low

on individualism were also significantly more likely to perceive leader group prototypicality for leaders who were high on T-O leadership than for leaders who were low on T-O leadership. Regarding the interaction effect, employees who scored high on individualism orientation were more likely to perceive task-oriented leaders as leader group prototypical than those who scored low on individualism dimension. When the supervisors were evaluated as low on task-oriented leadership, employees with high individualism orientation were less likely to evaluate their supervisors as group prototypical than employees with low individualism orientation (see Figure 5).

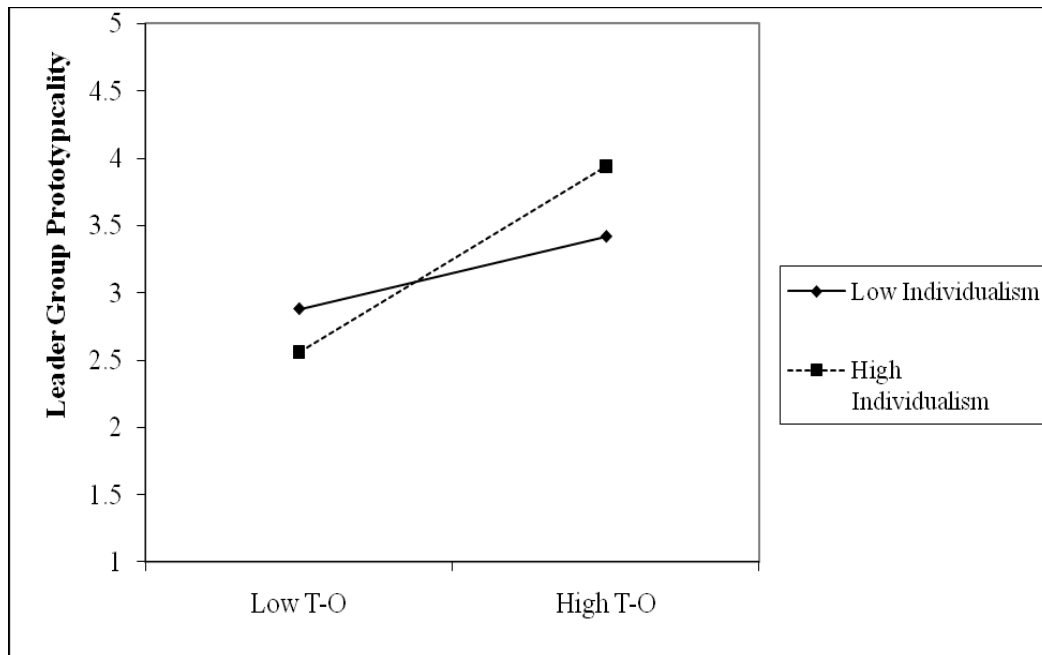


Figure 5. Moderating role of individualism in the relationship between task-oriented leadership and leader group prototypicality

Hypothesis 2b suggested that T-O leadership was more likely to be associated with social identification with the group among followers who score high on

individualism orientation compared to those who score low on individualism orientation. Both T-O leadership ($\beta = .25, p < .001$) and followers' individualism orientation ($\beta = .14, p < .01$) were positively associated with followers' identification with the work group. However, the interaction term of T-O leadership and individualism orientation did not have a significant effect on followers' identification ($\Delta R^2 = .001, F(1, 503) = 18.911, \beta = -.04, p > .05$). It was concluded that regardless of employees' individualism orientation, T-O leadership predicted followers' social identification with the work group. Therefore, hypothesis 2b was not supported by the data.

Hypothesis 3a suggested that leaders who were rated high on PL or R-O were more likely to be perceived as group-prototypical by followers with high need for affiliation compared to those with low need for affiliation. The independent variable of PL was significantly associated with leader group prototypicality ($\beta = .70, p < .001$) whereas the moderator variable of followers' need for affiliation was not significantly associated with leader group prototypicality ($\beta = .04, p > .05$). Interaction term did not have significant effect on dependent variable of leader group prototypicality ($\Delta R^2 = .001, F(1, 461) = 173.993, p > .05$). Therefore, the first part of the hypothesis was not supported by the data.

The effects of R-O leadership and need for affiliation on leader group prototypicality in the regression equation testing the moderating effect of need for affiliation in the relationship between R-O leadership and leader group prototypicality

were positive and significant ($\beta = .66, p < .001$, and $\beta = .08, p < .05$, respectively). However, again the interaction term did not have significant effect on dependent variable and R^2 change was not significant ($\Delta R^2 = .001, F(1, 488) = 139.16, \beta = .04, p > .05$). Therefore, the second part of the Hypothesis 3a was not supported by the data.

Hypothesis 3b proposing that PL and R-O leadership were more likely to be associated with social identification with the group among followers with high need for affiliation compared to those with low need for affiliation was also not supported. The results of the regression analyses revealed that both PL and need for affiliation were significant predictors of followers' identification with the work group ($\beta = .23, p < .001$, and $\beta = .36, p < .001$, respectively). However, the interaction term did not have significant effect on dependent variable and R^2 change was not significant ($\Delta R^2 = .005, F(1, 503) = 44.314, \beta = -.07, p > .05$). As mentioned above, the effect of independent variable of R-O leadership on the dependent variable of followers' identification was not significant ($\beta = .08, p > .05$). Therefore, Hypothesis 3b was not supported by the data.

Hypothesis 4a proposed that leaders who were rated high on task-orientation are more likely to be perceived as group-prototypical by followers with low need for affiliation compared to those with high need for affiliation. Although T-O leadership was positively associated with leader group prototypicality ($\beta = .32, p < .001$), the moderator variable of need for affiliation did not have a significant relationship with leader group prototypicality ($\beta = .05, p > .05$). The effect of interaction term of T-O and

need for affiliation on leader group prototypicality was also not significant ($\Delta R^2 = .000$, $F(1, 488) = 20.237$, $\beta = .01$, $p > .05$). Therefore, this hypothesis was not supported by the data.

Hypothesis 4b suggested that T-O leadership was more likely to be associated with social identification with the group among followers with low need for affiliation compared to those with high need for affiliation. The reverse of the hypothesis was supported by the data. Both T-O leadership and need for affiliation had positive effects on followers' identification with the group ($\beta = .28$, $p < .001$, and $\beta = .34$, $p < .001$, respectively). The interaction term also had significant effect on followers' social identification with the group and the R^2 change was significant; however the direction of the relationship was the opposite of the hypothesized direction ($\Delta R^2 = .010$, $F(1, 479) = 26.983$, $\beta = .10$, $p < .05$). Simple slopes and t-test analyses revealed that the unstandardized simple slope for employees 1 *SD* below the mean of need for affiliation was .10 ($t(511) = 1.36$, $p > .05$), and the unstandardized simple slope for employees 1 *SD* above the mean of need for affiliation was .32 ($t(511) = 5.15$, $p < .001$). Since the slope for participants with low need for affiliation was not significantly different from zero, it was concluded that employees who had low levels of need for affiliation did not have significantly different identification scores when they have leaders low or high T-O leadership styles. However, in contrast to Hypothesis 4b, employees who scored high on need for affiliation were more likely to report social identification with the work group when they perceive their supervisors as high on T-O leadership than when they

perceive that their leaders were low on T-O leadership. In addition, employees with high need for affiliation were significantly more likely to be identified with their work group when they have highly T-O leaders compared to employees who scored low on need for affiliation. Employees who scored low on need for affiliation had almost equal levels of social identification with the work group regardless of the supervisors' task-orientation and their identification scores were lower than those with high need for affiliation (see Figure 6).

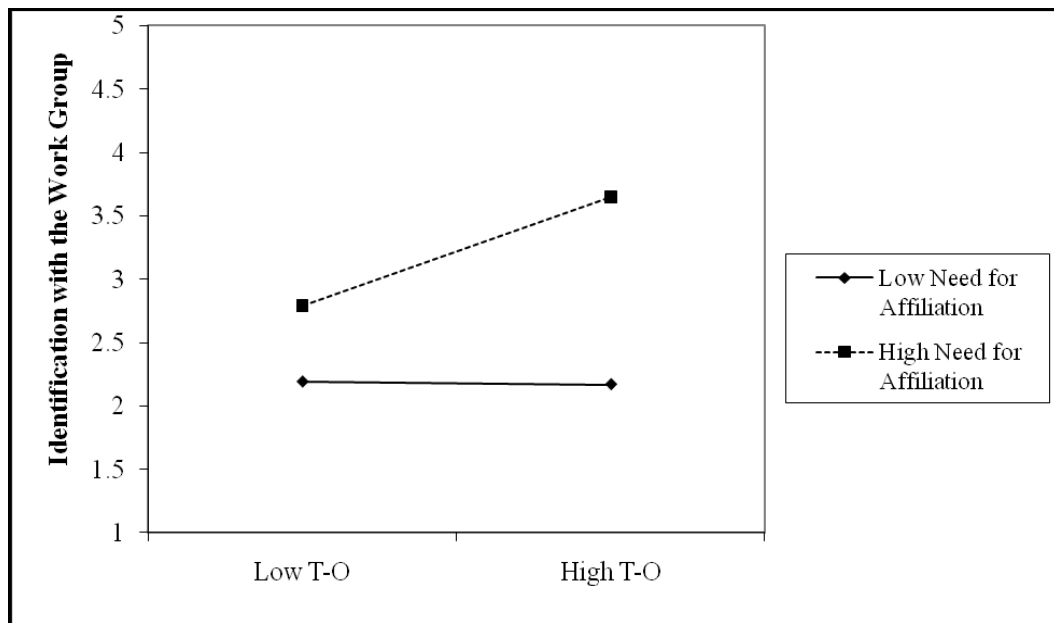


Figure 6. Moderating role of need for affiliation in the relationship between task-oriented leadership and followers' social identification with the work group

Hypothesis 5a proposed that leaders who were rated high on paternalism were more likely to be perceived as group-prototypical by followers with a high need for approval compared to those with a low need for approval. The results of the regression

analyses showed that, although PL was positively associated with leader group prototypicality ($\beta = .71, p < .001$), the moderator variable of need for approval did not have a significant relationship with leader group prototypicality ($\beta = .00, p > .05$). The effect of interaction term of PL and need for approval on leader group prototypicality was also not significant ($\Delta R^2 = .001, F(1, 488) = 162.902, \beta = .03, p > .05$). Therefore, Hypothesis 5a was not supported. It was concluded that highly paternalistic leaders were perceived as more group-prototypical than less paternalistic leaders regardless of the subordinates' need for approval levels.

Hypothesis 5b stated that PL would be more likely to be associated with social identification with the group among followers with high need for approval compared to those with low need for approval. The results of the regression analyses revealed that both PL and followers' need for approval were significantly and positively associated with followers' identification with the work group ($\beta = .39, p < .001$, and $\beta = .05, p < .001$, respectively). However, the effect of the interaction term of PL and need for approval did not have significant effect on followers' social identification with the work group ($\Delta R^2 = .000, F(1, 503) = 28.249, \beta = .06, p > .05$). Therefore, this hypothesis was also not supported by the data. It was concluded that PL style was positively related to followers' identification with the work group regardless of the subordinates' need for approval levels.

Hypothesis 6a suggested that leaders who were rated high on T-O leadership were more likely to be perceived as group-prototypical by followers with high need for

achievement compared to those with low need for achievement. The results of the regression analyses showed that, T-O leadership was positively associated with leader group prototypicality ($\beta = .33, p < .001$); however, the moderator variable of need for achievement did not have a significant relationship with leader group prototypicality ($\beta = .01, p > .05$). The interaction term of T-O leadership and need for achievement also did not predict employees' perceptions of leader group prototypicality ($\Delta R^2 = .002, F(1, 488) = 20.198, \beta = .04, p > .05$). Therefore, Hypothesis 6a was not supported.

Finally, Hypothesis 6b proposed that T-O leadership was more likely to be associated with social identification with the group among followers with high need for achievement compared to those with low need for achievement. The results revealed that both T-O leadership and need for achievement positively predicted followers' identification with the work group ($\beta = .17, p < .001$, and $\beta = .40, p < .001$, respectively). However, the interaction between T-O leadership and need for achievement did not have a significant effect on identification level ($\Delta R^2 = .001, F(1, 503) = 47.176, \beta = .03, p > .05$). Therefore, Hypothesis 6b was not supported by the data. It can be speculated that T-O leadership style was effective on employees' social identification with the work group regardless of followers' need for achievement. Also, employees with high need for achievement were more likely to be identified with their work group than those with low need for achievement.

3.4.2 Testing the Mediated Relationships and Moderating Role of Follower Identification in Mediated Relationships

Each of the hypothesized mediated relationships is tested using AMOS 5.0 (Analysis of Moment Structures) software in which Structural Equation Modeling (SEM) encompasses the path analysis technique. Hypothesis 7 suggested that the relationship between leader group prototypicality and positive follower outcomes would be partially mediated by depersonalized social attraction and personal attraction towards the leader in such a way that leader group prototypicality would be positively associated with perceived leadership effectiveness, and trust in leader both directly and through its effects on social and personal attraction. Since perceptions of leadership effectiveness and trust in leader were highly and positively correlated ($r = .77, p < .01$), the error terms of these variables were allowed to covary in the examined model. The model in which social and personal attraction partially mediated the relationship of leader group prototypicality with perceptions of leadership effectiveness and trust in leader provided good fit to the data [$\chi^2 (1, n = 515) = 2.58, p > .05$, RMSEA = .06, GFI = .99, AGFI = .97, NNFI = .99, CFI = .99]. However, contrary to expectations, the path from leader group prototypicality to social attraction towards the leader was negative and significant; and the path from social attraction to leadership effectiveness and trust in leader was not significant. The unstandardized and standardized regression coefficients as well as standard errors of the estimates are depicted in Table 3.5. Specifically, leader group prototypicality was positively related to personal attraction, which in turn, was

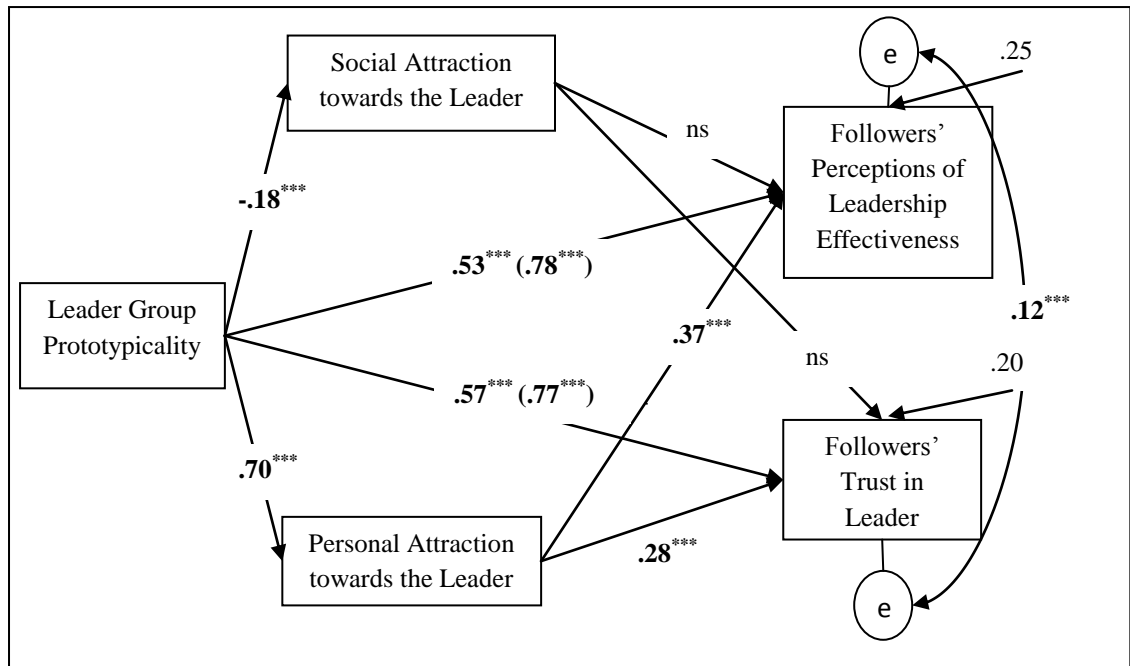
Table 3.5 Standardized and unstandardized regression weights and standart errors of the tested paths between the study variables

	Unstandardized Estimates	S.E.	Standardized Estimates
Leader group prototypicality → Social attraction towards the leader	-.18	.04	-.18***
Leader group prototypicality → Personal attraction towards the leader	.83	.04	.70***
Leader group prototypicality → Perceptions of leadership effectiveness	.68	.05	.53***
Social attraction towards the leader → Perceptions of leadership effectiveness	.00	.03	.00
Personal attraction towards the leader → Perceptions of leadership effectiveness	.40	.04	.37***
Leader group prototypicality → Trust in leader	.65	.04	.57***
Social attraction towards the leader → Trust in leader	-.04	.03	-.04
Personal attraction towards the leader → Trust in leader	.27	.04	.28***
Leader group prototypicality → Responsibility attributions for negative leader behaviors	-.38	.06	-.34***
Social attraction towards the leader → Responsibility attributions for negative leader behaviors	.13	.04	.12***
Personal attraction towards the leader → Responsibility attributions for negative leader behaviors	-.24	.05	-.26***
Leader group prototypicality → Causal attributions for negative leader behaviors	-.27	.05	-.27***
Social attraction towards the leader → Causal attributions for negative leader behaviors	.13	.04	.14***
Personal attraction towards the leader → Causal attributions for negative leader behaviors	-.25	.04	-.29***
Trust in leader → Job satisfaction	.39	.10	.26***
Perceptions of leadership effectiveness → Job satisfaction	.25	.08	.19**

Note. * $p < .05$, ** $p < .01$; *** $p < .001$

positively associated with leadership effectiveness and trust in leader. Therefore, Hypothesis 7 which suggested that both social and personal attraction would partially mediate the relationship of leader group prototypicality with leadership effectiveness and trust in leader was not fully supported. Leader group prototypicality was found to be strongly and positively associated with leadership effectiveness and trust in leader both directly and through its positive effect on personal attraction towards the leader. The relationship between leader group prototypicality and social attraction towards the leader was in the reverse direction suggested by the hypothesis and the link of social attraction with both leadership effectiveness and trust in leader was not significant. Standardized regression estimates of the findings are depicted in Figure 7.

Hypothesis 8 stated that leader group prototypicality would be negatively associated with responsibility and causal attributions for negative leadership behaviors both directly and through social attraction and personal attraction towards the leader. The path analysis testing this hypothesis provided good fit to the data [$\chi^2(1, n = 515) = 2.57, p > .05, RMSEA = .06, GFI = .99, AGFI = .97, NNFI = .99, CFI = .99$]. However, as stated before, contrary to expectations, leader group prototypicality was negatively and significantly associated with social attraction towards the leader, which in turn, was positively and significantly related to responsibility and causal attributions for negative leader behaviors. Leader group prototypicality, on the other hand, was positively associated with personal attraction towards the leader, which in turn, was negatively associated with followers' responsibility and causal attributions for negative leader

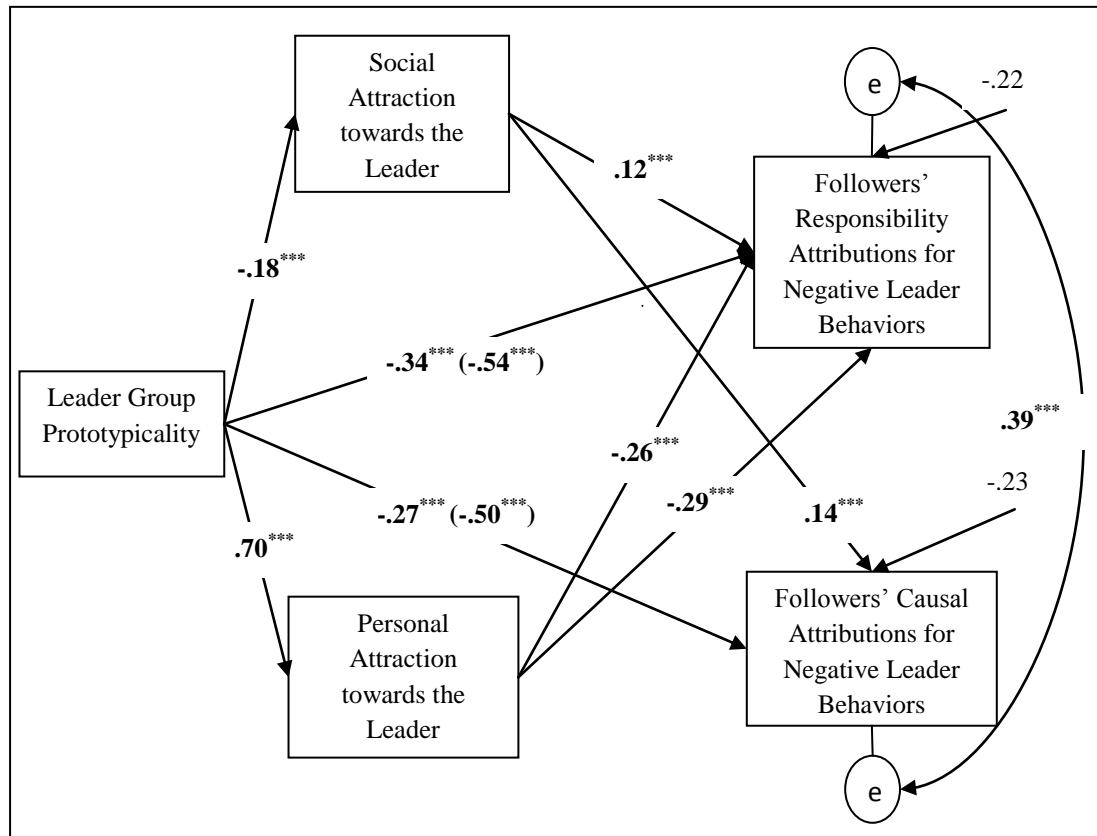


Note. * $p < .05$, ** $p < .01$; *** $p < .001$. The numbers indicated with one way arrows on the dependent variables refer to the indirect effects explained by the mediating variables on these variables.

Figure 7. Mediating role of followers' personal attraction towards the leader in the relationship of leader group prototypicality with followers' perceptions of leadership effectiveness and trust in leader

behaviors. Therefore, the first part of the Hypothesis 8 suggesting a positive partial mediating effect of social attraction towards the leader in the relationship between leader group prototypicality and responsibility and causal attributions for negative leader behaviors was not supported. Rather, leader group prototypicality was found to be negatively associated with social attraction towards the leader, which in turn, positively predicted responsibility and causal attributions for negative leader behaviors. On the other hand, the second part of the Hypothesis 8 which proposed that leader group prototypicality was negatively associated with responsibility and causal

attributions for negative leader behaviors both directly and through its positive effect on personal attraction towards the leader was supported. Standardized regression estimates of the findings are depicted in Figure 8.



Note. * $p < .05$, ** $p < .01$; *** $p < .001$. The numbers indicated with one way arrows on the dependent variables refer to the indirect effects explained by the mediating variables on these variables.

Figure 8. Mediating role of followers' social and personal attraction towards the leader in the relationship of leader group prototypicality with followers' responsibility and causal attributions for negative leader behaviors

Hypothesis 9 proposed that direct the relationships of leader group prototypicality with positive follower outcomes (i.e., perceptions of leadership effectiveness, and trust in leader) and cognitions (i.e., few responsibility attributions for

negative leader behaviors) would be moderated by followers' social identification with the group. The results of the moderated multiple regression analyses revealed that followers' identification with the work group moderated only the relationship between leader group prototypicality and attributions for negative leader behaviors. The results of the moderated multiple regression analysis testing the moderating role of follower identification in the relationship between leader group prototypicality and responsibility attributions for negative leader behaviors are presented in Table 3.6.

Leader group prototypicality which was entered in regression equation in the second step after entering two control variables had a significant negative effect on responsibility attributions for negative leader behaviors ($\beta = -.54, p < .001$). Moderator variable of follower identification with the work group did not have a significant effect on responsibility attributions for negative leader behaviors ($\beta = .06, p > .05$); however, the interaction of leader group prototypicality and followers' social identification did and the R^2 change was significant ($\Delta R^2 = .006, F(1, 470) = 44.742, \beta = -.08, p < .05$). Simple slopes and t-test analyses revealed that the unstandardized simple slope for employees 1 *SD* below the mean of need for affiliation was $-.52 (t(511) = -9.19, p < .001)$, and the unstandardized simple slope for employees 1 *SD* above the mean of need for affiliation was $-.68 (t(511) = -12.90, p < .001)$.

As seen in Figure 9, the results revealed that employees who had high level of identification with the work group were significantly less likely to make responsibility attributions for leaders who were high on leader group prototypicality than for leaders

Table 3.6 Moderated multiple regression analyses testing the moderating role of followers' identification with the work group in the relationship between leader group prototypicality and responsibility attributions for negative leader behaviors

Criterion	<i>B</i>	St. β	<i>T</i>	R^2	R^2 change	<i>F</i>	<i>F</i> change
Criterion: Responsibility							
Attributions for Negative Leader Behaviors							
Step 1. Tenure with Supervisor (Control Variable)	0.00	.06	1.33	.003		1.770	
Group Size (Control Variable)	0.01	.08	1.71	.009	.006	2.351	2.926
Step 3. Leader Group Prototypicality (IV)	-0.59	-.54***	-14.41***	.295	.286***	71.418***	207.653***
Step 4. Followers' Identification with the Work Group (moderator)	0.08	.06	1.59	.299	.003	54.362***	2.546
Step 5. Leader Group Prototypicality x Followers' Identification with the Work Group	-0.12	-.08*	-2.17*	.305	.006*	44.742***	4.691*

Note. * $p < .05$, ** $p < .01$; *** $p < .001$

who were low on leader group prototypicality. Similarly, employees with low identification were less likely to make responsibility attributions for negative leader behaviors when the leader was high on leader group prototypicality compared to occasions when the leader was low on leader group prototypicality.

In terms of interaction effect, employees whose identification level was high were significantly less likely to make responsibility attributions for negative leader behaviors than those with low identification level, especially when they perceive high leader group prototypicality in their supervisors. Employees who were highly identified

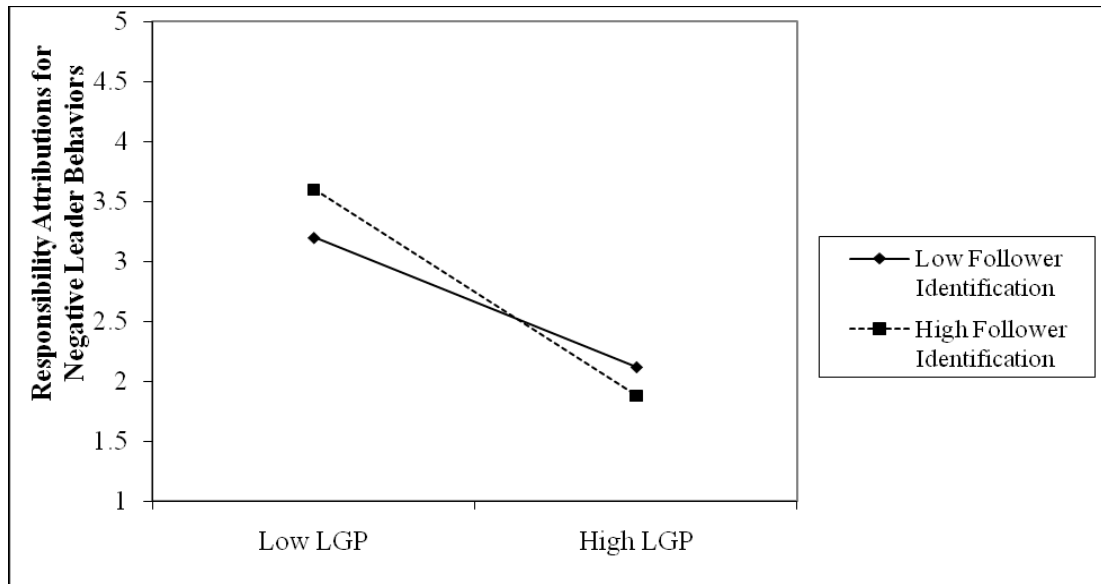


Figure 9. Moderating role of followers' identification with the work group in the relationship between leader group prototypicality and followers' responsibility attributions for negative leader behaviors

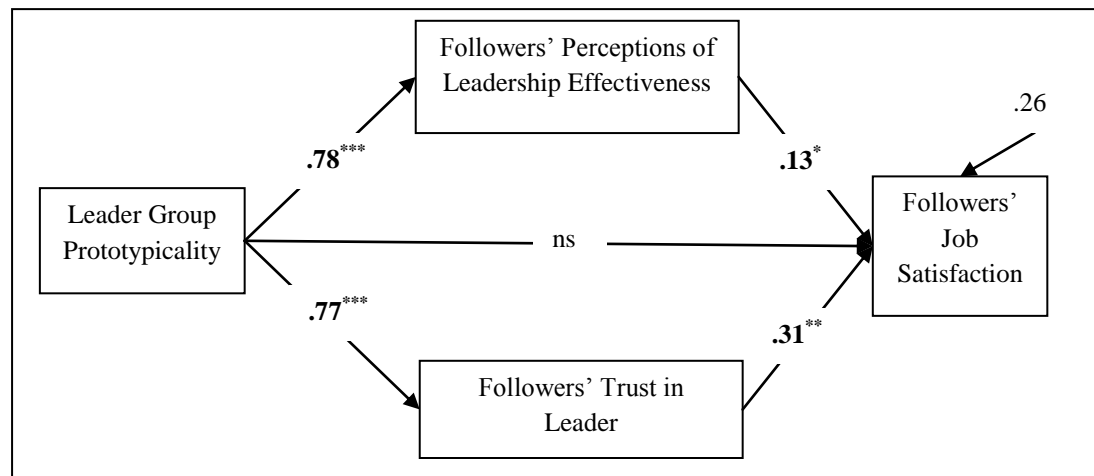
with their work group were significantly more likely to make responsibility attributions for negative leader behaviors than those with low identification level when they perceive low leader group prototypicality. In contrast, those with low identification level were more likely to make responsibility attributions for negative behaviors than those with high identification level when the leader was high on leader group prototypicality. They were also less likely to make responsibility attributions than highly identified individuals when the leader was low on leader group prototypicality. Since the moderating effect of followers' identification with the group was found only in the relationship between leader group prototypicality and followers' responsibility attributions for negative leader behaviors, and was not evident in the relationship of

leader group prototypicality and other follower outcomes (i.e., perceptions of leadership effectiveness and trust in leader, as well as other attribution processes), Hypothesis 9 was partially supported.

Finally, Hypothesis 10 suggested that followers' perceptions of leadership effectiveness, and trust in leader (i.e., general leadership effectiveness) would be positively associated with job satisfaction and supervisory-rated task-performance. Analyses for the mediating roles of leadership effectiveness perceptions and trust in the relationship of leader group prototypicality and job satisfaction were conducted with the whole sample including 515 participants. Analyses for the mediating roles of leadership effectiveness perceptions and trust in the relationship of leader group prototypicality and supervisory-rated task performance were conducted with the subsample including 159 participants whose supervisors provided the data regarding their task performance. Regression analyses revealed that both leadership effectiveness perceptions and trust in leader was significantly and positively associated with employees' job satisfaction ($\beta = .39$, $t(515) = 9.55$, $p < .001$, and $\beta = .40$, $t(515) = 9.99$, $p < .001$, respectively). However, perceptions of leadership effectiveness did not significantly predict supervisor-rated task performance ($\beta = .12$, $t(159) = 1.51$, $p > .05$). Therefore, leadership effectiveness perceptions were excluded from the path analysis. In line with the expectations, trust in supervisor was positively and significantly associated with supervisory-rated task performance ($\beta = .17$, $t(159) = 2.16$, $p < .05$). Another finding which was not hypothesized was that responsibility attributions for negative leader

behaviors significantly and negatively predicted both supervisory-rated task performance and followers' job satisfaction ($\beta = -.22$, $t(159) = -2.82$, $p < .01$, and $\beta = -.35$, $t(515) = -8.34$, $p < .001$).

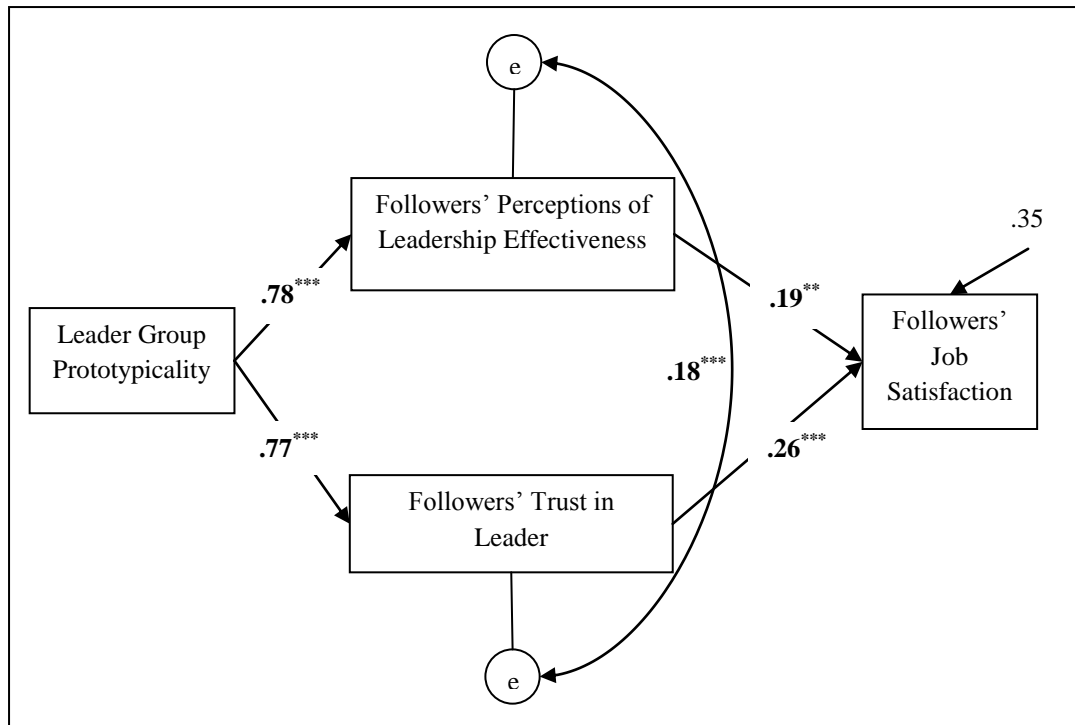
The mediating roles of followers' perceptions of leadership effectiveness and trust in leadership in the relationship between leader group prototypicality and job satisfaction were tested via path analyses utilizing AMOS 5.0. The results showed that, the partially mediated model did not revealed good fit to the data [$\chi^2(1, n = 515) = 106.38$, $p < .001$, RMSEA = .45, GFI = .92, AGFI = .15, NNFI = .91, CFI = .91]; and that the direct effects of leader group prototypicality on job satisfaction was not significant ($\beta = .13$, $p > .05$). The results of the tested partially mediated model are depicted in Figure 10.



Note. * $p < .05$, ** $p < .01$; *** $p < .001$. The number indicated with one way arrows on the dependent variable refer to the indirect effects explained by the mediating variables on these variables.

Figure 10. Partially mediated model: Followers' perceptions of leadership effectiveness and trust in leader mediating the relationship between leader group prototypicality and followers' job satisfaction

The modification indices suggested that error terms of leadership effectiveness perceptions and trust in leader should have been allowed to covary. After allowing these error terms to covary and removing the direct path from leader group prototypicality to followers' job satisfaction, fully mediated model revealed acceptable fit to the data [$\chi^2(2, n = 515) = 3.48, p > .05, RMSEA = .07, GFI = .99, AGFI = .97, NNFI = .99, CFI = .99$]. Since the partially mediated model tested in the first step and fully mediated model tested in the second step were nested models, chi square difference test was also conducted to examine whether the fully mediated model provided significant improvement in terms of goodness-of-fit statistics. The results revealed that fully mediated and more parsimonious model provided better fit to the data than the partially mediated model ($\Delta\chi^2(1, n = 515) = 102.90, p < .001$). Therefore, it can be concluded that the association between leader group prototypicality and followers' job satisfaction was fully mediated by both perceptions of leadership effectiveness and trust in leader. Standardized regression estimates in the model are depicted in Figure 11.

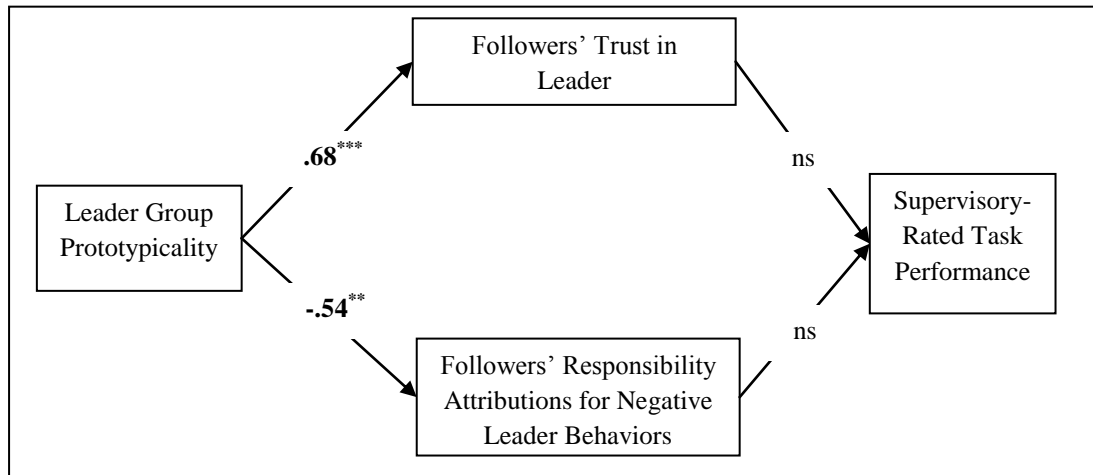


Note. * $p < .05$, ** $p < .01$; *** $p < .001$. The number indicated with one way arrows on the dependent variable refer to the indirect effects explained by the mediating variables on these variables.

Figure 11. Mediating roles of followers' perceptions of leadership effectiveness and trust in leader in the relationship between leader group prototypicality and followers' job satisfaction

Finally, the mediating roles of trust in leader and responsibility attributions for negative leader behaviors in the relationship of leader group prototypicality with supervisory-rated task performance were examined through path analysis. The results showed that, the model provided relatively poor fit to the data [$\chi^2 (2, n = 159) = 20.79, p < .001$, RMSEA = .24, GFI = .88, AGFI = .40, NNFI = .88, CFI = .88]. Specifically, the paths from trust in leader and responsibility attributions for negative leader behaviors to supervisory-rated task performance were not significant. It was concluded that although trust in leader was positively, and responsibility attributions were negatively related to

supervisory-rated task performance, leader group prototypicality was associated with supervisory-task performance neither directly nor through its effects on trust and responsibility attributions among the present subsample (Figure 12). Therefore, Hypothesis 10 was partially supported. Summary of the findings regarding the all hypotheses are presented in Table 3.7.



Note. * $p < .05$, ** $p < .01$; *** $p < .001$. The number indicated with one way arrows on the dependent variable refer to the indirect effects explained by the mediating variables on these variables.

Figure 12. Fully mediated model: Followers' trust in leader and responsibility attributions for negative leader behaviors mediating the relationship between leader group prototypicality and supervisory-rated task performance

Table 3.7 Summary table for the hypotheses

Hypothesis	Result
1a: Leaders who are rated high on PL or R-O leadership are more likely to be perceived as group-prototypical by followers who score high on collectivism orientation compared to those who score low on collectivism orientation.	~S
1b: PL and R-O leadership are more likely to be associated with social identification with the group among followers who score high on collectivism orientation compared to those who score low on collectivism orientation.	Ns
2a: Leaders who are rated high on T-O leadership are more likely to be perceived as group-prototypical by followers who score high on individualism orientation compared to those who score low on individualism orientation.	S
2b: T-O leadership is more likely to be associated with social identification with the group among followers who score high on individualism orientation compared to those who score low on individualism orientation.	Ns
3a: Leaders who are rated high on paternalism or relationship-orientation are more likely to be perceived as group-prototypical by followers with high need for affiliation compared to those with low need for affiliation.	Ns
3b: PL and R-O leadership are more likely to be associated with social identification with the group among followers with high need for affiliation compared to those with low need for affiliation.	Ns
4a: Leaders who are rated high on task-orientation are more likely to be perceived as group-prototypical by followers with low need for affiliation compared to those with high need for affiliation.	Ns
4b: T-O leadership is more likely to be associated with social identification with the group among followers with low need for affiliation compared to those with high need for affiliation.	Ns
5a: Leaders who are rated high on PL are more likely to be perceived as group-prototypical by followers with a high need for approval compared to those with a low need for approval.	Ns
5b: PL is more likely to be associated with social identification with the group among followers with high need for approval compared to those with low need for approval.	Ns
6a: Leaders who are rated high on T-O leadership are more likely to be perceived as group-prototypical by followers with high need for achievement compared to those with low need for achievement.	Ns
6b: T-O leadership is more likely to be associated with social identification with the group among followers with high need for achievement compared to those with low need for achievement.	Ns
7: The relationship between leader group prototypicality and positive follower outcomes are partially mediated by depersonalized social attraction and personal attraction towards the leader.	~S
8: Leader group prototypicality is negatively associated with responsibility attributions for negative leadership behaviors both directly and through social attraction and personal attraction towards the leader.	~S
9: The relationships of leader group prototypicality with positive follower outcomes and cognitions are moderated by followers' social identification with the group.	~S
10: Followers' perceptions of leadership effectiveness, and trust in leader (i.e., general leadership effectiveness) are positively associated with job satisfaction and task-performance.	~S

Note. S = Fully supported, ~S = Partially supported, NS = Not Supported.

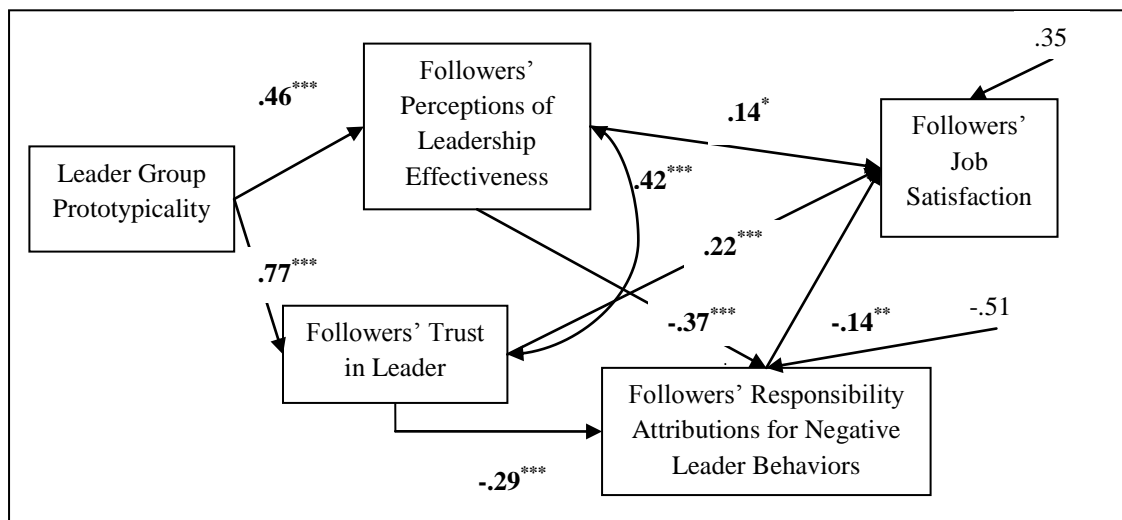
3. 4. 3 Exploratory Path Analyses

As mentioned in the introduction section, the effects of responsibility and causal attributions for negative leader behaviors on follower perceptions of leadership effectiveness, trust in leader, and job satisfaction constituted the exploratory part of the present study. The results revealed that leader group prototypicality had high negative correlations with responsibility and causal attributions for negative leader behaviors ($r = -.54, p < .001$, and $r = -.50, p < .001$, respectively). Responsibility attributions for negative leader behaviors were significantly and negatively associated with perceptions of leadership effectiveness and trust in leader ($r = -.59, p < .001$, and $r = -.57, p < .001$, respectively). Similarly, causal attributions for negative leader behaviors were negatively related to leadership effectiveness and trust ($r = -.54, p < .001$, and $r = -.55, p < .001$, respectively). In addition, as mentioned above, responsibility and causal attributions for negative leader behaviors were negatively associated with job satisfaction ($r = -.35, p < .001$, and $r = -.34, p < .001$, respectively). Therefore, a series of path analyses were conducted in order to answer the question that whether or not responsibility and causal attributions mediated the relationship of leader group prototypicality and job satisfaction together with perceptions of leadership effectiveness and trust in leader.

The model in which the relationship between leader group prototypicality and job satisfaction was partially mediated by leadership effectiveness, trust in leader, and responsibility attributions for negative leader behaviors provided poor fit to the data [χ^2

(2, $n = 515$) = 71.52, $p < .001$, RMSEA = .26, GFI = .95, AGFI = .63, NNFI = .95, CFI = .95]. The direct paths from leader group prototypicality to job satisfaction and from followers' perceptions of leadership effectiveness to job satisfaction were not significant. The modification indices suggested paths from leadership effectiveness and trust in leader to responsibility attributions for negative leader behaviors.

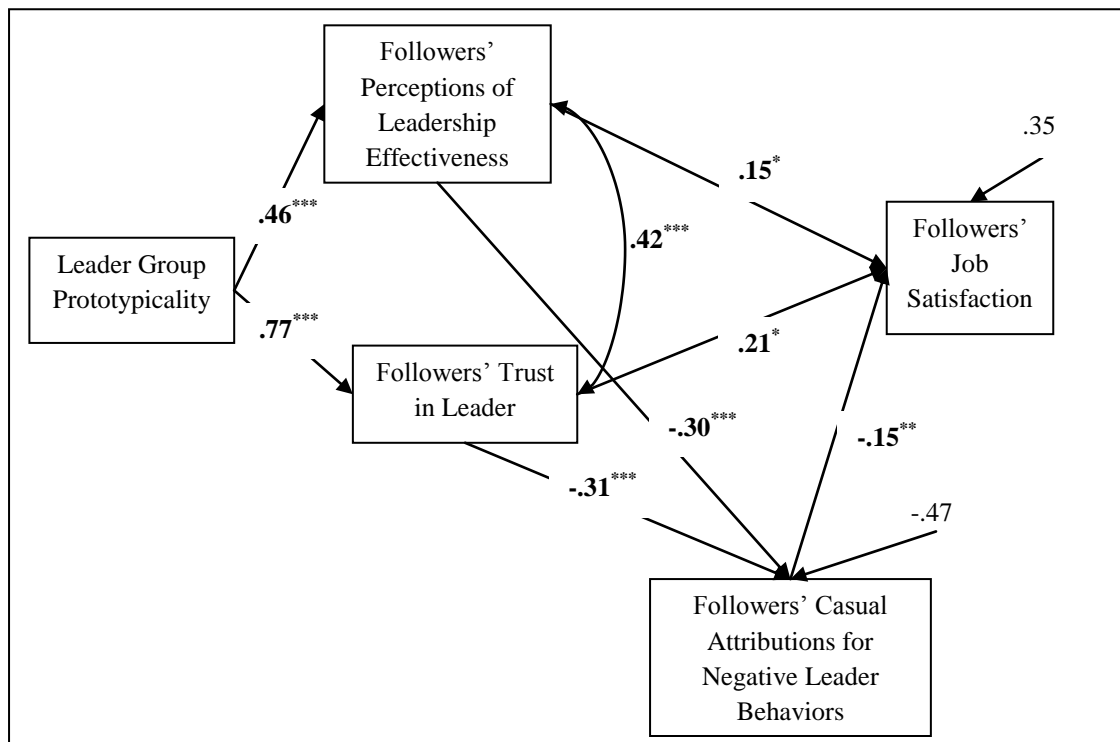
The modified model provided acceptable fit to the data [χ^2 (2, $n = 515$) = 5.74, $p > .05$, RMSEA = .06, GFI = .99, AGFI = .97, NNFI = .99, CFI = .99]. The modified model also revealed that perceptions of leadership effectiveness and trust in leader fully mediated the association of leader group prototypicality with *responsibility attributions* for negative leader behaviors. Standardized regression estimates of the tested model are shown in Figure 13.



Note. * $p < .05$, ** $p < .01$; *** $p < .001$. The numbers indicated with one way arrows on the dependent variables refer to the indirect effects explained by the mediating variables on these variables.

Figure 13. Mediating roles of responsibility attributions for negative leader behaviors, followers' perceptions of leadership effectiveness and trust in leader in the relationship between leader group prototypicality and followers' job satisfaction

Similarly, leader group prototypicality was associated with followers' *causal attributions* for negative leader behaviors via perceptions of leadership effectiveness and trust in leader [$\chi^2 (2, n = 515) = 4.32, p > .05$, RMSEA = .05, GFI = .99, AGFI = .98, NNFI = .99, CFI = .99]. While positive attitudes towards the leader (i.e., effectiveness perceptions and trust) predicted job satisfaction positively, causal attributions for negative leader behaviors were associated with low levels of satisfaction among participants (Figure 14).



Note. * $p < .05$, ** $p < .01$, *** $p < .001$

Figure 14. Mediating roles of causal attributions for negative leader behaviors, followers' perceptions of leadership effectiveness and trust in leader in the relationship between leader group prototypicality and followers' job satisfaction

In summary, exploratory analyses revealed that, leader group prototypicality was negatively associated with responsibility and causal attributions for negative leader behaviors through its positive effects on perceived leadership effectiveness and trust in leader. Followers' responsibility and causal attributions for negative leader behaviors, in turn, were negatively related to followers' job satisfaction, which is among the most important follower outcomes.

CHAPTER 4

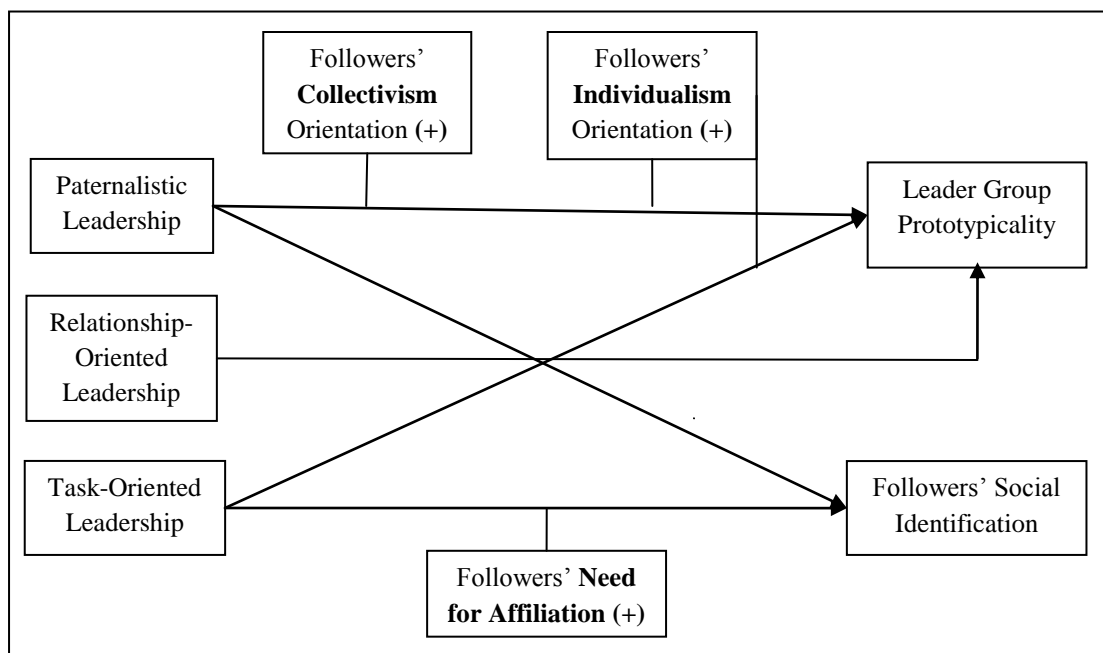
DISCUSSION

4.1 Overview of the Findings

The main aim of the present study was to investigate both antecedents and consequences of leader group prototypicality and followers' social identification with the work group through empirical tests of two separate theoretical models generated in the light of the propositions of Social Identity Theory (SIT) of leadership. In the first model, the effects of three different leadership styles (i.e., paternalistic, relationship-oriented, and task-oriented leadership) on followers' perceptions of leader group prototypicality and identification with cultural orientations and motivational tendencies as the presumed moderator variables were examined. In the second model, the effects of leader group prototypicality on follower attitudes towards and perceptions of leaders as well as responsibility and causal attributions for (negative) leader behaviors were tested through mediational analyses. Moreover, the associations of both leadership effectiveness and trust in leader, which were proposed to be positively predicted by leader group prototypicality, with followers' attitudes towards the job (i.e., job satisfaction) and performance were investigated. Finally, the moderating role of followers' social identification with the work group in the relationships between leader group prototypicality and positive and negative follower outcomes were examined.

The findings related to the first theoretical model revealed that the effects of different leadership styles included in the study on leader group prototypicality were

likely to change depending on the followers' cultural value orientations of collectivism and individualism. In general, followers' cultural orientations were found to be more likely to act as moderators in the relationship between specific leadership styles and leader group prototypicality than were followers' personal motivational tendencies. Followers' motivational tendencies or need orientations were more likely to be associated with their social identification with the work group than their perceptions of leader group prototypicality. However, only one of the motivational tendencies included in the study (i.e., need for affiliation) moderated the relationship between one of the leadership styles (i.e., task-oriented leadership) and followers' identification with the work group. The summary of the findings related to the first model are shown in Figure 15.



Note. The solid arrows represent the positive paths between the variables.

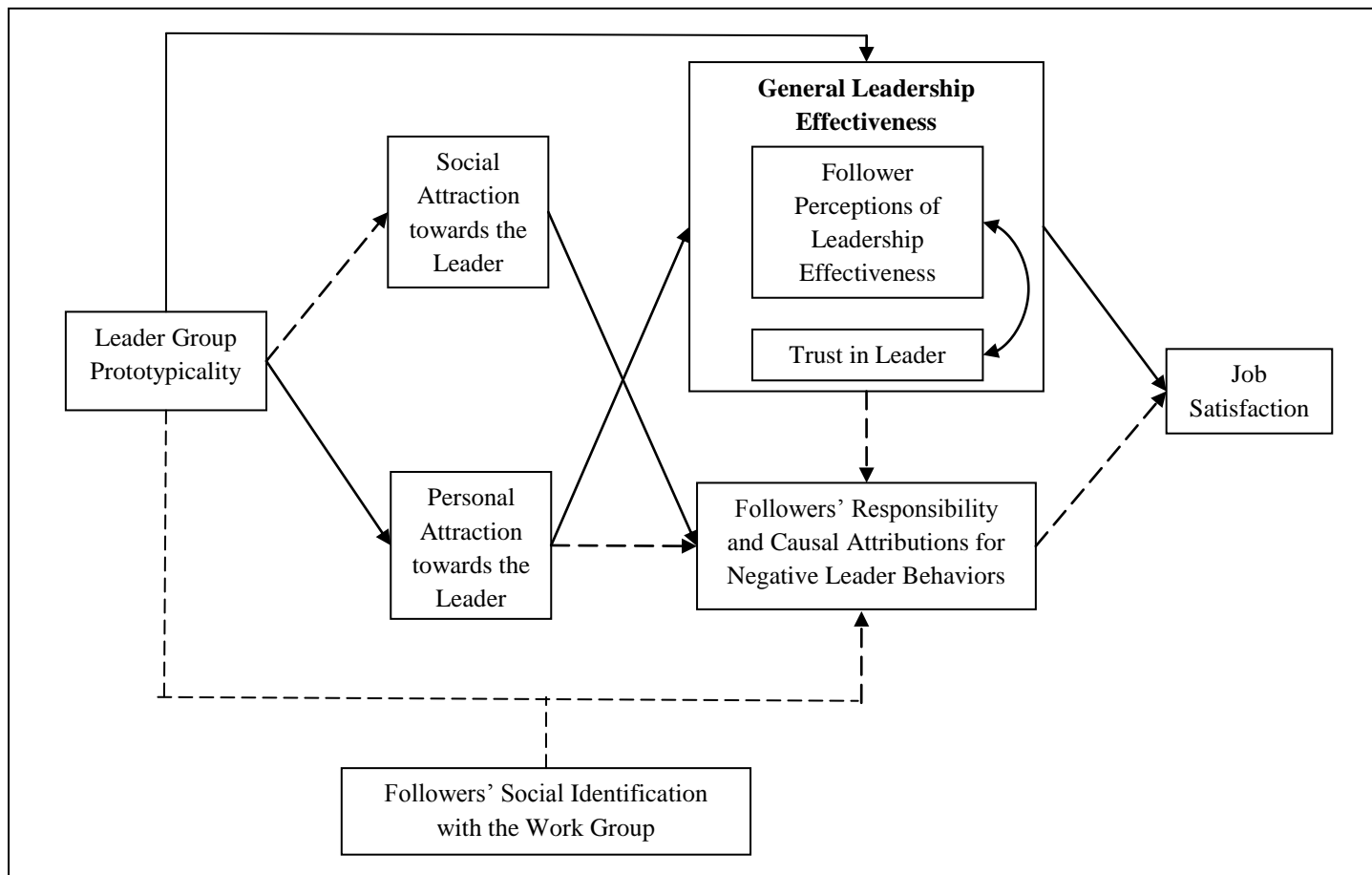
Figure 15. Summary of the findings related to the Model I

Results concerning the second model showed that, as suggested, leader group prototypicality was positively associated with positive follower outcomes such as followers' increased effectiveness perceptions regarding the leader and decreased responsibility attributions for negative leader behaviors through its positive effect on personal attraction towards the leader. These positive follower outcomes, in turn, were found to be positively predictive of followers' job satisfaction. However, in contrast to propositions of SIT of leadership, leader group prototypicality was negatively associated with depersonalized social attraction towards the leader. Moreover, followers' social attraction towards the leader was a positive predictor of responsibility and casual attributions for negative leader behaviors which were found to be negatively associated with followers' job satisfaction in the exploratory analyses. Findings regarding the Model II are presented in Figure 16.

4.2 Evaluation of the Key Findings of the Study

4.2.1 Model I: Specific Leadership Styles, Leader Group Prototypicality, and Followers' Identification with the Work Group: Moderating Roles of Followers' Cultural Orientations and Motivational Tendencies

The findings concerning the first part of Hypothesis 1a revealed that, in line with the expectations, followers' collectivism orientation moderated the relationship between supervisors' PL style and followers' perceptions of leader group prototypicality in a positive way. That is, supervisors who were high on PL were significantly more likely to be evaluated as group prototypical by followers who were high on collectivism than



Note. The solid arrows represent the positive paths between the variables. The dashed arrows represent the negative paths between the variables.

Figure 16. Summary of the findings regarding the Model II

those who were low on collectivism. However, followers' collectivism was not a significant moderator of the relationship between R-O leadership style and perceived leader group prototypicality, and R-O leadership style was associated with leader group prototypicality independent of followers' collectivism/individualism orientation. Therefore, Hypothesis 1a was supported for PL but not for R-O leadership. These findings in a way confirm the previous literature suggesting that PL is a culture-specific leadership style which is welcome in a cultural context characterized mainly by high collectivism and an effective approach for positively motivating employees and increasing organizational as well as leadership effectiveness (Aycan, 2006; Kim, 1994).

The results of the present study regarding the significant moderating role of followers' collectivism orientation in the relationship between PL and perceptions of leader group prototypicality seem to support the emic approach to leadership. Leaders who are high on PL are more likely to convey the message that they value collectivistic values compared to those who are low on PL. Followers who are high on collectivism may perceive a value-fit between themselves and the leader or the supervisor when the leader is perceived as high on PL. This congruence between values, in turn, may contribute to the perceived leader group prototypicality which results in positive follower and organizational outcomes. These findings are consistent with the literature supporting the culture-specific perspective and suggesting that culture exerts direct effect on leadership styles by emphasizing the unique characteristics (Hofstede, 1993; Ronen & Shenkar, 1985; Triandis, 1993) and that successful leaders are those who

exhibit leadership styles that are reflective of the cultural values and characteristics of the society (e.g., Yukongdi, 2010).

On the other hand, the findings regarding the relationship of R-O leadership and leader group prototypicality suggest that when followers or subordinates perceive that their leader emphasize interpersonal relationships, harmonious communication and work environment over task performance, they are more likely to be perceived as highly prototypical of the group since they highly value and give priority to well-being of in-group members. Because of the emphasis that leaders with a R-O style put on high quality of relationships among group members and act in a manner that fosters equity between them and subordinates, they are likely to promote psychological well-being of individual group members as well as the overall group. Leaders high on R-O leadership may be perceived as representative of the group since they are not likely to distance themselves from the group and/or act as a pure authority figure. Therefore, they may be perceived as high on leader group prototypicality independent of followers' cultural orientations.

One of the interesting findings was that followers' individualism orientation moderated the relationship between PL and follower perceptions of leader group prototypicality in the same pattern with collectivism orientation. This finding indicates that PL style is responsive to both collectivistic and individualistic orientations of followers. At this point, it should be noted that collectivism and individualism are two distinct cultural value systems that reflect shared norms, roles, and attitudes, and the

relative importance individuals give to personal interests and benefits (Triandis et al., 1995) and they are not the opposite poles of a continuum. Therefore, an individual may score high on both collectivism and individualism and vice versa. In fact, collectivism and individualism orientations were found to be positively and significantly correlated in the present study ($r = .34, p < .01$). Consistent with the cultural models of Kağıtçıbaşı (1997) and Imamoğlu (2003), this finding suggests that in the Turkish cultural context, individualist and collectivist tendencies may coexist. Turkish participants of the present study seem to give importance to well being of the members of their in-groups and significant others, protecting harmony within the group while, at the same time, emphasizing their individuality, personal well-being, and accomplishments.

Regarding the moderating roles of both followers' collectivism and individualism in the link between PL and leader group prototypicality, it can be argued that while creating a family-like atmosphere in the workplace, loyalty expectation, and status hierarchy and authority dimensions of PL style may be welcome by followers who are high on collectivism orientation (and probably power distance), individualized relationships and attention by a paternalistic leader may be welcome by followers who are high on individualism orientation. More specifically, highly paternalistic leaders provide individual care, protection, and guidance to their followers or subordinates, and they show interest and personal consideration. PL style may be value-congruent for employees who are high on individualism as well because of the individualized attention provided. Hence, perceived value-congruence between the paternalistic leader

and subordinates who are high on individualism is likely to contribute to perceived group prototypicality of the leader.

Contrary to Hypothesis 1b, followers' collectivism orientation did not moderate the relationships of PL style and R-O leadership style with followers' social identification with the group. Indeed, both PL style and followers' collectivism orientation were significant and positive predictors of followers' social identification with the work group whereas R-O leadership style did not have a significant effect on followers' identification levels. The positive relationship between PL and social identification was found in a previous study conducted in Turkey (Göncü et al., 2009). In line with Göncü et al.'s conclusions it is suggested here that paternalistic leaders are likely to enhance the feeling that the members of the work group as well as the organization are tied to each other like family members and that just like family members protect the family and share the responsibility at home, employees of paternalistic leaders are likely to defend their work group and organization against criticisms, and say "we" rather than "I" while talking about their organization and feel proud when someone praises the work group and the organization which contributes to their social identification.

Also, it is not surprising that highly collectivistic individuals, who are concerned with the interpersonal harmony among the members of the in-group, well-being of the in-group, and collective outcomes over personal well-being, are more likely to establish social identification with the work group they belong to. However, although R-O

leaders are also successful in establishing good and intimate relationships with their subordinates/followers, this may not be transformed into the development of a sense of identification with the work group. As mentioned above, paternalistic leaders emphasize family-like structure in organizations while acting as an older parental figure or authority. By doing this, they are likely to evoke a sense of identification similar to individuals' identification with their families. Leaders high on R-O form a more egalitarian relationship with their followers than those high on PL. Although leaders high on R-O are considerate, kind, and friendly towards their subordinates, this style of leadership seem not necessarily to foster identification with the broader work group. Future studies are needed in order to understand the ways highly R-O leaders can also enhance followers' social identification.

Hypothesis 2a which suggested that leaders high on T-O leadership style would be more likely to be perceived as group prototypical by followers who were high on individualism orientation than those who were low on individualism orientation was fully supported. As suggested before, T-O leadership style is more in line with individualistic orientation than collectivistic orientation. Highly T-O leaders are likely to be perceived as representative of the group by highly individualistic followers since they value personal accomplishments and performance over interpersonal harmony and relationships just as leaders high on T-O do. Moreover, they may appreciate the structure and guidance provided by the T-O leaders for successful task accomplishment more than followers low on individualism. This, in turn, may contribute to the perceived

value-congruence as well as the belief that this kind of a leader is more likely to be representative of their work group's values and norms. In contrast, under the circumstances that the leader is low on T-O leadership, highly individualistic subordinates are less likely to perceive the leader as group prototypical compared to those who are low on individualism.

Contrary to Hypothesis 2b, followers' individualism orientation did not moderate the relationship between T-O leadership and social identification with the work group. It can be speculated that, the observed positive relationship between individualism and identification with the work group may be partly explained by likelihood of enhancement in self-esteem for highly individualistic followers which may stem from group-based self-esteem (e.g., Riggio, 2009). However, supervision by a highly T-O leader may suppress the positive effect of individualism on social identification with the work group by increasing the salience of personal identity and personal achievement-related self-esteem.

Need for affiliation, as a motivational tendency, was not a significant moderator, in the link of PL and R-O leadership style with perceived leader group prototypicality (Hypothesis 3a) and social identification with the work group (Hypothesis 3b). Both PL and R-O leadership style had positive main effects on followers' perceptions of leader group prototypicality; however, moderating variable of need for affiliation was not significantly related to leader group prototypicality. The supervisors' PL style and followers' need for affiliation were positively associated with followers' identification

with the work group whereas the main effect of R-O leadership style on followers' social identification was not significant. In addition, the moderating effects of need for approval in the relationship of PL with leader group prototypicality (Hypothesis 5a) and followers' social identification with the work group were not significant. Taken together with the results regarding the Hypotheses 1a and 1b, these results suggest that, followers' cultural orientations of collectivism and individualism had stronger effects on leader group prototypicality than individual motivational tendencies especially when the leader was high on PL style. This finding is in line with the notion that PL reflects a culture-specific perspective in management for positively motivating employees (e.g., Aycan, 2006).

Need for affiliation also did not moderate the association of T-O leadership style with leader group prototypicality; therefore, Hypothesis 4a was not supported. The link between T-O leadership and followers' social identification with the work group was moderated by followers' need for affiliation. However, the direction of the moderating relationship was the opposite of the direction suggested in Hypothesis 4b. It was suggested that, since T-O leaders who were particularly task-driven and have performance-orientation, followers who were low on need for affiliation would be more responsive to T-O leaders and have higher level of identification with the group when the leader is high on T-O leadership compared to those high on need for affiliation. Those who were high on need for affiliation were expected to be less motivated by a T-O leader and they would report lower levels of identification compared to followers

with low need for affiliation. Contrary to Hypothesis 4b, it was found that followers who were high (rather than low) on need for affiliation were more likely to be identified with the work group compared to those with low need for affiliation when the leader was high on T-O leadership style. Followers who had low level of need for affiliation were less identified than those with high need for affiliation and they had almost equal levels of identification with the work group independent of the leaders' T-O leadership style. Hypotheses 6a and 6b suggesting that need for achievement would positively moderate the link of T-O leadership style with perceptions of leader group prototypicality and followers' social identification with the work group were not supported by the data either.

These results suggest that future attempts are required to understand why subordinates high on need for affiliation are more likely to be identified with their work group when they work with leaders high on T-O than those low on need for affiliation. As a plausible explanation, this finding may be related to more directive leadership style of highly T-O leaders or supervisors compared to highly paternalistic and/or relationship-oriented leaders. Individuals who have a strong need for affiliation may expect close supervision and guidance from their leaders. They are also likely to have higher identification with the group than those with low need for affiliation probably because of relatively high related-identity (rather than individuated-identity) they have (e.g., İmamoğlu, 2003). They may perceive authoritarian and directive leadership behaviors as serving to the well-being and success of the group they are identified with.

Therefore, followers with high need for affiliation may have higher identification with the work group compared to those with low need for affiliation especially when their leader is high on task-orientation. But, as stated above this finding requires further investigation.

Both T-O leadership style and followers' need for achievement were positively associated with followers' identification with the group. In addition, the association between need for achievement and followers' identification with the work group was stronger than the one between T-O leadership style and followers' identification with the work group (i.e., $\beta = .40, p < .001$, and $\beta = .17, p < .001$, respectively). As a plausible explanation, it may be argued that, the relatively high positive main effects of both T-O leadership style and followers' need for achievement on followers' identification may have masked a potential interaction effect of these two variables on follower identification with the work group. Moreover, those with high need for achievement may be more likely to be identified with the work group in order to enhance group cohesion which would contribute to group success regardless of the leadership style of their supervisors. Yet, as stated, further research is needed to understand the underlying mechanisms for the observed findings.

4.2.2. The Model II: Leader Group Prototypicality and Proximal and Distal Follower Outcomes

Hypothesis 7 suggested that the link of leader group prototypicality with perceived leadership effectiveness and trust in leader would be mediated by social and

personal attraction towards the leader. The results showed that leader group prototypicality was positively associated with leadership effectiveness and trust in leader both directly and through its positive effect on personal attraction towards the leader. Moreover, the relationship of leader group prototypicality with responsibility and causal attributions for *negative* leader behaviors was positively and partially mediated by personal attraction towards the leader as suggested by Hypothesis 8. However, interestingly, leader group prototypicality was negatively associated with social attraction towards the leader, which in turn, was positively related to both responsibility and causal attributions for *negative* leader behaviors providing a partially mediated relationship in the opposite direction to the one suggested by Hypothesis 8. These results were contrary to the proposition of SIT of leadership that the effect of leader group prototypicality on positive outcomes such as low level of responsibility and causal attributions for negative leader behaviors would be enhanced by increased social identity salience or identification with the group.

The correlation between social and personal attraction towards the leader was also negative and significant. Therefore, social attraction and personal attraction were found to be both distinct and negatively related constructs for the current sample. More specifically, participants who were socially attracted to the leader were less likely to be personally attracted to the leader. Overall, these findings indicate that social attraction, which stems from organizational membership only, is related with negative employee or follower perceptions and attributions regarding the leader. Rather, followers in the

present sample were more likely to have positive perceptions of attitudes towards the leader and were less likely to make negative attributions regarding the leader behaviors when they form a personal and intimate relationship with the leader based on similarities in attitudes, preferences, and characteristics. Personal attraction towards someone seems more likely to be resulted from free choice which is likely to trigger positive feelings and attitudes than social attraction. Social attraction, however, may imply a mandatory process which may contribute to individuals' negative attitudes towards the target person.

Another interesting observed pattern was that followers' individualism orientation was significantly and positively associated with social attraction towards the leader whereas their collectivism orientation had a significant positive relationship with personal attraction towards the leader. This finding may indicate that followers with high individualism orientation may prefer to have a rather distant and professional relationship with their leaders or supervisors in which the basis of intimacy is shared organizational identity or membership. This kind of limited intimacy and distant relationship may contribute to their responsibility and causal attributions for negative leader behaviors. Followers with a collectivistic orientation, however, may be more likely to see the leader as an in-group member. Hence they make self-disclosure, establish intimate and close relationship with the leaders which are likely to contribute to personal attraction towards the leader on the basis of interpersonal similarities.

Furthermore, it was found that social attraction towards the leader was significantly and negatively associated with employees' job satisfaction whereas the relationship between personal attraction towards the leader and job satisfaction was significant and positive. It is argued here that, maintaining a relationship and liking the leader solely on the basis of shared organizational identity has a negative effect on employees' satisfaction whereas working with a leader or supervisor who is personally liked and perceived to be similar to the self is likely to promote job satisfaction.

In line with SIT of leadership, Hypothesis 9 suggested that the positive effects of leader group prototypicality on follower outcomes of perceived leadership effectiveness, trust in leader, and few responsibility and causal attributions for *negative* leader behaviors would be enhanced by followers' social identification with the work group. Followers' identification with the work group moderated the relationship of leader group prototypicality with only responsibility attributions for negative leader behaviors. Therefore, Hypothesis 9 was partially supported. Overall, these findings support the main proposition of the SIT of leadership that highly identified group members are likely to evaluate leaders' behaviors in a more favorable fashion even if the behavior itself is not positive to the extent that leader is prototypical of the group. However, when membership of the group is not a salient part of the self-concept of individuals (i.e., condition of low identification with the group), people are likely to perceive those who conform to the general leadership schemas as effective leaders (e.g., Hogg & Hains, 1996).

Both followers' perceptions of leadership effectiveness and trust in leader were significantly and positively related to job satisfaction. However, only followers' trust in leader was positively associated with supervisory-rated task performance. Therefore, Hypothesis 10 suggesting positive relationships of perceived leadership effectiveness and trust in leader with followers' job satisfaction and supervisor-rated task performance was partially supported. As expected, followers' perceptions of leadership effectiveness and trust in leader were also significantly and positively related ($\beta = .42, p < .001$).

The finding related to the positive relationship between trust in leader and supervisory-rated task performance was consistent with the results of two recent studies. Simmons et al. (2009) found that trusting relationship with the supervisor enhanced task performance. The authors argued that followers who trust their supervisors did not have to "watch their backs" (p. 242) and hence they could focus more effectively on their tasks. Such followers were also argued to benefit from social support from their supervisors in overcoming daily problems at the workplace which would contribute to their increased effort, motivation, and performance. In a more recent research, Schaubroeck et al. (2011) showed that transformational and servant leadership behaviors were positively related to team performance through its effects on cognitive and affective-based trust. Overall, these findings highlight the importance of establishing a trust-based relationship for leaders or managers with their followers not

only for enhancing job satisfaction and other positive employee attitudes but also for improving job performance.

Findings indicate that leader group prototypicality was not directly associated with followers' job satisfaction. Rather, leader group prototypicality was likely to enhance followers' perceptions of leadership effectiveness. It was also effective in promoting trust in leader. These two proximal outcomes of leader group prototypicality were, in turn, positive predictors of followers' job satisfaction. The regression estimate of the path from trust in leader and followers' job satisfaction was higher than the estimates of the path from leadership effectiveness to job satisfaction ($\beta = .26, p < .001$, and $\beta = .19, p < .01$, respectively). These findings indicate that, although perceived leadership effectiveness and trust in leader were highly correlated, building a trusting relationship with the leader has a more positive effect on followers' positive attitudes towards their jobs than their belief in their leaders' or supervisors' effectiveness in the workplace. Taking into account that followers' identification with the work group did not moderate the relationships of leader group prototypicality with perceived leadership effectiveness and trust in leader, it is argued here that, leader group prototypicality is an important determinant of both proximal outcomes of leadership effectiveness perceptions and trust as well as the distal outcome of job satisfaction through its effects on these variables, regardless of followers' identification levels. Therefore, being group prototypical seems to have utmost importance for organizational leaders or supervisors

for improving both positive attitudes and perceptions towards the leader as well as positive attitudes towards the job and the workplace.

An important finding revealed by the exploratory analyses was that both leadership effectiveness perceptions and trust in leader was significantly and negatively related to followers' responsibility and causal attributions for negative leader behaviors, which in turn, was negatively associated with followers' job satisfaction. One explanation for these findings can be derived from cognitive dissonance theory (Festinger, 1957). The theory proposes that individuals tend to seek consistency among their cognitions and that when there is an inconsistency (dissonance), something should be changed to eliminate the dissonance. One way to reach consistency is to change the dissonant cognition. Making responsibility and causal attributions for negative leader behaviors creates dissonance for employees who trust their supervisors and perceive them as effective leaders. Therefore, it is likely that employees who have high levels of leadership effectiveness perceptions and trust are less likely to attribute responsibility and causality for leader behaviors which are negative in nature and more likely to make external attributions for such behaviors than those with low levels of leadership effectiveness perceptions and trust.

Overall, findings regarding the follower outcomes of leader group prototypicality and moderating role of followers' identification in these relationships as well as the results of exploratory analyses can be discussed within motivation-cognition framework of social behavior (Fiske, 2004). Especially relevant follower outcome at

this point is followers' responsibility and causal attributions for negative leader behaviors. According to Fiske (2004), social behavior can be predicted by certain motives including belonging, shared social understanding, mutual social controlling, enhancing the self, and trusting. These motives influence cognitions regarding ingroup members (as well as outgroup members). Belonging motivates people to conform to the norms of the ingroup since the ingroup "...determines one's fate" (p. 123). Therefore, individuals are likely to be positively biased towards ingroup members and negatively biased towards outgroup members. Social controlling motive refers to "...predictable contingency between one's actions and one's outcomes" (p. 123). The literature showed that when an individual's outcomes were dependent or contingent on another's, the person is likely to learn more about that person. Therefore, probability of actor-observer bias which implies that individuals are likely to attribute the causes of their own behaviors to the situational factors, while observers are likely to attribute the actor's (or the other's) behaviors to inherent characteristics is diminished when the person's outcomes are dependent on the other (Jones & Nisbett, 1971). In organizational contexts, employees' outcomes are, at least partly, dependent on their immediate supervisors. Therefore, employees who are highly identified with the work group and perceive the supervisor as highly prototypical of the work group may be more likely to attribute the supervisor's negative leadership behaviors such as not taking into consideration a suggestion for solution of a work problem to external/situational factors rather than stable, global characteristics and/or bad intentions of the supervisor.

Moreover, employees who trust their supervisors and perceive their leaders as effective are likely to have a positive perception regarding the intent and internal factors regarding the supervisor's negative behavior since they are likely to refer to their positive past experiences with him/her which formed the basis of their trust and leadership effectiveness perceptions.

4.3 Theoretical Contributions of the Study

The present study is believed to make a number of contributions to the relevant literature. The first contribution is a conceptual one. That is, in the present study the effects of three specific leadership styles (i.e., PL as an emic leadership approach, R-O, and T-O as two global leadership styles) on leader group prototypicality as well as on followers' social identification with the work group were examined in two separate theoretical models. Recent research has revealed that, both leader group prototypicality and social identification with the work group have important follower and organizational outcomes (Hogg, 2001; Hogg & van Knippenberg, 2003; Lord & Brown, 2004; van Knippenberg et al., 2004). However, to our knowledge there was no empirical study up to date investigating the specific leadership styles as antecedents of leader group prototypicality. Moreover, although the principles of SIT in general were successfully adapted to organizational settings and antecedents and consequences of organizational identification were examined in the recent social and industrial/organizational psychology literatures (e.g., Hogg & van Knippenberg, 2003; Mael & Asforth, 1992; Lord et al., 2004), only a limited number of studies investigated

different leadership styles as predictors of followers' social identification with the work group (e.g., Göncü et al., 2009). Moreover, the possible moderating roles of cultural orientations (i.e., collectivism and individualism) and motivational tendencies (i.e., need for affiliation, need for approval, need for achievement) in the association of different leadership styles with leader group prototypicality and followers' social identification with the work group were tested in the present study. By this way it was possible to explore the interaction between specific leader behaviors or leadership styles with follower characteristics in enhancing positive follower and organizational outcomes.

Second contribution of the study is that, the present research intended to examine not only the antecedents of leader group prototypicality but also proximal and distal outcomes of leader group prototypicality. Although the literature provides evidence regarding the positive relationship between leader group prototypicality and perceived leadership effectiveness; *the ways in which* group prototypical leaders exert their influence over followers' leadership effectiveness perceptions had not been explored extensively. Similarly, the link between leader group prototypicality and followers' trust in leader as well as the underlying mechanisms in this relationship had not been subjected to empirical research.

The third contribution is related to the examination of the distinction between social and personal attraction constructs. The present study showed that social and personal attraction were not only theoretically distinct constructs, as revealed by confirmatory factor analyses, but also they were significantly and negatively associated

($r = -.17, p < .01$). Moreover, social attraction was negatively associated with leader group prototypicality whereas personal attraction towards the leader was positively related to leader group prototypicality. Overall, these findings challenge Hogg and Hains's (1996) proposition generated by SIT of leadership that depersonalized social attraction would be positively predicted by followers' perceptions of leader group prototypicality. It is plausible to argue that the operational definition of the construct of social attraction as implied by SIT of leadership may need further clarification and refinement. Another challenge may be taking steps to develop further measures to assess the construct after these clarifications.

Another contribution of the present study is related with the empirical investigation of the mediating role of followers' responsibility and causal attributions for leader behaviors. Follower attributions for leader behaviors have been examined in very few studies (e.g., Martinko et al., 2011; Martinko et al., 2007). The present study tried to contribute to the literature by examining the effects of follower attributions on the workplace outcomes in a comprehensive theoretical model. The results also revealed how followers' attributions related to leader behaviors can negatively affect an important employee outcome, namely, job satisfaction.

Fifth contribution is related to the establishment of the identification with the work group as a moderator of the relationship between leader group prototypicality and various follower outcomes. SIT of leadership suggests that the positive effects of leader group prototypicality on follower outcomes are enhanced by followers' social

identification. However, most of the studies investigated followers' endorsement of the leader and perceptions of leadership effectiveness as outcome variables (e.g., Hogg, 2001; Hogg & van Knippenberg, 2003; Lord & Brown, 2004; van Knippenberg et al., 2004). The present study revealed that followers' identification moderated the relationship of leader group prototypicality with an important cognitive outcome, namely, responsibility attributions for negative leader behaviors. These attributions were significant predictors of employees' job satisfaction. Therefore, providing evidence for the significant moderating role of followers' identification in the link between leader group prototypicality and attributions also contributes to the broader literature regarding these variables.

Finally, an important contribution of the present study is that the results provided support for different propositions of both SIT of leadership and leader-member exchange theory. SIT of leadership proposes that when social identity is salient, a depersonalized leadership style in which group members are treated equally will be more effective, whereas an individualized leadership style will be more effective when members are low on social identification (Hogg & Martin, 2003). According to LMX, on the other hand, leaders form various levels of individualized relationships with different followers and followers perceive the leader as effective to the extent that they form positive individualized relationship with the leader. The present study found support for both of the theories. That is, the finding that followers' social identification with the group did not moderate the relationships between leader group prototypicality

and social attraction as well as with leadership effectiveness and trust in leader was more in line with the propositions of LMX theory. However, supporting SIT of leadership, the negative effects of leader group prototypicality on responsibility attributions for negative leader behaviors were enhanced by followers' social identification. Therefore, it is concluded here that the moderating role of social identity in the relationship of leader group prototypicality may be found to be significant for different outcome variables other than leadership endorsement among different samples and contexts.

4.4 Practical Implications of the Findings

There are a number of practical implications of the study findings. First, the positive moderating effects of both follower collectivism and individualism in the relationship between PL and follower perceptions of leader group prototypicality suggest that organizational leaders with a PL style may exert their positive influence over subordinates with both cultural orientations, perhaps through different dimensions of PL style. Similarly, T-O leaders may be more effective in enhancing leader group prototypicality perceptions, which would predict other positive results such as increased leadership effectiveness perceptions and trust, especially among followers with individualism orientation. Taking into account the findings revealing that especially young employees in the Turkish work force are becoming increasingly individualistic (e.g., Aycan et al., 2000), this finding may be particularly important for managers and superiors leading a young population. Organizational leaders should be sensitive to

followers' dominant or common cultural orientations such as collectivism/individualism and/or power distance. Furthermore, managers may benefit from improving their skills to adapt to various expectations of subordinates who differ in these cultural orientations. These findings also indicate that both organizational and social leaders may exert their influence over their followers by either emphasizing certain cultural values and norms or by increasing the salience of different orientations.

As an unexpected finding, the relationship between T-O leadership style and followers' identification with the work group was positively moderated by followers' high need for affiliation. It is suggested that T-O leaders may need to show more individualized as well as group-based concern for success especially when they perceive that their followers are high on need for affiliation since such an approach would enhance their sense of identification with the group. Again, leaders who want to be more influential and effective in the workplaces as well as in other organizational and social contexts are advised to be sensitive and responsive to follower characteristics and motivational tendencies.

The strong positive effects of leader group prototypicality on desirable outcomes of follower perceptions of leadership effectiveness, trust in leader, low responsibility and causal attributions for *negative* leader behaviors, high responsibility and causal attributions for *positive* leader behaviors, and job satisfaction indicate that when employees perceive that leader is one of them, and s/he is a typical member of the group representing their values and norms they are likely to endorse the leader and have a

positive approach to the leader as well as the job itself. These findings have two implications. First, rather than making external managerial assignments, organizational leaders and managers should be raised and selected from work group members. By this way, subordinates' recognition of the individual as their leader or superior can be enhanced. Second, in order to employ such a practice more effectively, organizational leaders may be encouraged to offer formal leadership programs to their employees in order to increase the chance of promoting the best possible candidates among the in-group members to the leadership positions.

Taking into account the positive effects of personal attraction towards the leader and negative effects of social attraction based on shared organizational identity on the follower outcomes in the present sample, it is also advisable that personal similarities should be emphasized in order to enhance employees' trust and effectiveness perceptions. Finally, the finding that the negative effect of followers' leader group prototypicality perceptions on responsibility attributions for negative leader behaviors are enhanced by followers' identification with the work group suggests that leaders should also try to increase cohesiveness in the work groups and to emotionally bind followers to each other. In order to do that, they may benefit from activities that would increase communication among work group members which would give opportunity to discover personal similarities among themselves. It is also suggested that leaders should attribute successes to whole work group rather than to a few individuals' efforts and give this message clearly to all members. By this way, they are likely to increase sense

of being “us” among followers as well as improved sense of group identity and group-based self-esteem all of which are expected to contribute to social identification with the work group as well as compliance with the leader. Consistent with this suggestion, İmamoğlu (1991) showed that a group member’s expressions of pride for joint team success had important positive effects on other member’s affective, cognitive, and behavioral responses. These effects included –but not limited to- team members’ intentions to work with that member in the future, team harmony, and complying with the suggestions of the member who attributed group success to the joint effort of the team.

4.5 Methodological Strengths and Limitations of the Study and Suggestions for Future Research

One of the methodological strengths of the study was that supervisory-task performance was measured with a matched-sample design. This design was thought to improve the credibility of the findings since self-rated task performance has been found to be more lenient and positive than supervisory ratings (e.g., Martinko et al., 2009). Self-ratings of task performance were also collected in order to check the validity of this assumption and it was found that mean self-ratings of task performance were higher than mean supervisory-ratings of task performance.

Secondly, a number of measures were adapted to Turkish and although few in number, original scales were developed in Turkish for some of the constructs. Leader group prototypicality scale and social and personal attraction towards the leader scales

were adapted to Turkish and new items were developed for the present research.

Although the reliability of the social attraction scale was lower than desirable level of .70 (i.e., $\alpha = .65$), the development of the scale is a first attempt to measure the construct in Turkish and the scale is open to improvement in future studies.

In addition, for attributions for leader behaviors, two modified items of the Relationship Attribution Measure (RAM) developed by Fincham and Bradbury (1992) and additional four items developed by the researcher to tap into negative leader behaviors were used. Behavioral statements representing the negative leader behaviors were converted into positive behaviors and six dimensions assessing the responsibility and causal attribution evaluations were reworded accordingly. To our knowledge, this is the first attempt to assess followers' responsibility and causal attributions for both negative and positive behaviors. Another strength of the study is the relatively high response rate resulting in a relatively large sample size. Although a systematic, representative sampling procedure was not employed, inclusion of participants from a variety of public and private organizations seems to have contributed to the credibility of the findings.

Despite these strengths, there are a number of limitations of the present study. An important limitation concerns the self-report nature of the majority of the measures collected. Except for supervisory-rated task performance, self-report measures of all critical variables were used in testing the hypotheses. Subordinates were used as the major source of data. Employment of the common method may have resulted in the

inflation of the relationships reported in this study. Future studies may employ self-assessments of leadership style which would help to eliminate same source bias that would stem from getting ratings of both leadership style and other leader-related variables from subordinates (Ayman, Karabik, & Morris, 2009). Supporting this, Ayman et al. (2009) suggest that leaders are more aware of their own leadership style than their subordinates. Therefore, despite the fact that self-ratings of leadership style may be more inflated than subordinate ratings, the authors argued that it is a meaningful approach in leadership research.

A related limitation concerns the level of analysis employed in the present research. In this study, individual level of analysis was used. That is, data were collected from individual subordinates in assessing leadership style, prototypicality, identification, attraction, effectiveness, trust, attribution, and job satisfaction variables. Future research can also benefit from work-group level of analysis especially in the assessment of leadership style.

Another limitation is related with the measurement and hence construct validity of social attraction towards the leader. As mentioned above, social attraction was measured with the items developed by the researcher. Although the items were tried to be generated in light of Hogg's (2001) definition of the construct as depersonalized attraction based solely on group membership, they might have implied opposite of personal attraction for the participants. In fact, one of the reverse coded items in the social attraction scale loaded on personal attraction scale in the factor analyses. Also,

contrary to the theoretically based expectations, social attraction was negatively associated with leader group prototypicality, personal attraction towards the leader, and was positively related with responsibility and causal attributions for negative leader behaviors. These findings indicate that, both measurement and definition of the construct may be problematic. Future attempts are needed to explore the core meaning of depersonalized social attraction preferably using qualitative methods. Along the same lines, future research may benefit from exploring the construct of depersonalized social attraction in alternative samples who are members of highly cohesive groups such as political parties and/or sports teams. Investigating the construct in such samples rather than with samples from the same organizational work groups may be more beneficial for understanding the difference between personal attraction stemming from similarities in interests and preferences and social attraction based on group identity and membership since the salience of group identity may be higher in such groups.

A final limitation concerns the effect sizes found in the moderated analyses. Although only the significant moderation effects were reported in the present study, generally the effect sizes were small despite a relatively large sample size being used. Therefore, the findings regarding the moderated models should be evaluated cautiously and should be replicated in future studies.

Consistent with the discussed limitations of the study, a number of suggestions for future research can be made. First, the present study revealed that cultural orientations of collectivism and individualism were important moderators enhancing the

positive effects of PL and T-O leadership styles on follower perceptions of leader group prototypicality. Future studies may benefit from exploring other cultural orientations that were found to strength or inhibit the effects of PL and other leadership styles on preferred leadership styles and other positive follower outcomes (Yukongdi, 2010). To illustrate, power distance which is defined as “the degree of inequality in power between superiors and subordinates and the extent to which members in the society accept that power is distributed unequally in organizations” (Hofstede, 1984; cited in Yukongdi, 2010, p. 162) may be another moderator in the relationship between PL and leader group prototypicality perceptions. Consistently, Yukongdi (2010) asserts that in cultures characterized by high power distance such as Thailand, employees who are accustomed to receive orders and not expressing their ideas may feel uncomfortable working with a participative leader and may be more satisfied with paternalistic leaders since involvement in decision-making is incompatible with the cultural norms. Also, Hofstede (1983) argues that high power distance in the society and organizations may satisfy the psychological needs for dependence of those without power. Therefore, it can be argued that the relationship between power distance orientation and followers’ satisfaction with PL style may be stronger for individuals with high need for approval and affiliation than those with low need for approval and affiliation.

In the present study, the composite score of the five theoretical dimensions of PL was used in final analysis in line with the previous studies (e.g., Aycan, 2006). However, there is recent evidence showing that distinct dimensions of PL may predict

the same follower outcomes differentially. To illustrate, Soylu (2011) found that creating family atmosphere at work, building individualized relationships with followers, and involvement in followers' non-work lives dimensions were significantly and negatively associated with followers' bullying behaviors; however, loyalty expectation dimension of PL was positively associated with employee bullying in a Turkish sample. Hence, one of the future steps may involve exploring the relationship of each five theoretical dimensions of PL with different follower outcomes.

As suggested above, there has been little systematic effort to explore the roles and consequences of followers' attribution processes within the context of leadership (e.g., Martinko et al., 2011; Martinko et al., 2007). Martinko et al. (2011) asserted that "the recent dominance of transformational leadership and LMX theories combined with a movement away from trait approaches has likely discouraged the use of attribution theory in this domain (p. 146)." However, Martinko et al. (2007) demonstrated that incompatible attribution styles of supervisors and subordinates were negatively associated with LMX quality perceptions among subordinates. In line with this finding, in the present study it was found that subordinates' personal attraction towards the leader was negatively associated with both responsibility and causal attributions for negative leader behaviors. Martinko et al. (2011) called for future studies that would investigate the subordinates' attribution styles on their evaluations of leaders. Specifically, they suggested that subordinates with self-serving bias tendency would be more likely to evaluate legitimate criticisms from their leader or supervisors as unfair.

The present study can be evaluated as an early attempt to answer Martinko et al.'s (2011) call. Future studies are needed to investigate the effects of subordinates' attribution styles on the proximal and distal follower outcomes included in the present study as well as on different outcomes such as employees turnover intentions (e.g., Harvey & Martinko, 2009), counterproductive work behaviors (CWBs) and organizational citizenship behaviors (OCBs) especially directed towards the supervisors.

Another important and interesting line of research inferred from the findings of the present study seems to be the effects of subordinates' attributions for leader behaviors on supervisors' ratings of subordinates' task performance. Supervisor-rated task performance was significantly and negatively associated with followers' responsibility and causal attributions for negative leader behaviors whereas it was positively associated with followers' trust. Consistently, previous studies showed that trust in supervisor was positively related to better sales rates, higher profitability, and individual task performance (e.g., Harvey, Martinko, & Douglas, 2009). Further studies are needed to explore whether supervisors tend to evaluate task performance of employees who have a highly negative attribution style (especially for leader behaviors) and reveal low trust in leader more negatively than performance of those who have a more positive attribution style and high level of trust in leader.

Finally, subordinate and supervisor attributions are also likely to affect each other and this interaction may be related with negative experiences in the workplace

such as low job satisfaction. Supporting this argument, Martinko and Gardner (1987) asserted that when supervisors make poor performance evaluations and these evaluations are related to internal and stable attributions regarding the followers, followers were more likely to make similar attributions for their own performance and develop a sense of learned helplessness. Future studies may explore the relationships specified above as well as the effects of interaction between supervisors' and subordinates' attributions on the dyadic relationship between leader and followers, which is a topic investigated in few studies (e.g., Harvey & Martinko, 2009; Martinko, Moss, Douglas, & Borkowski, 2007).

4.6 Conclusion

Guided by SIT of leadership (Hogg, 1996) and broader leadership literature in the fields of social and industrial/organizational psychology, the present study was an attempt to explore the effects of PL, R-O, and T-O leadership styles on followers' perceptions of leader group prototypicality and their social identification with the work group. The moderating roles of followers' cultural orientations of collectivism and individualism as well as their motivational tendencies of need for affiliation, approval, and achievement in these relationships were also investigated. Secondly, the effects of followers' perceptions of leader group prototypicality on positive proximal outcomes of social and personal attraction towards the leader, leadership effectiveness perceptions and trust in leader and distal outcomes of job satisfaction and supervisory-rated task performance were examined.

The results generally supported the hypothesized relationships by revealing that both followers' collectivism and individualism orientation moderated the relationship of PL with leader group prototypicality. Also, the effect of T-O leadership style on leader group prototypicality was moderated by followers' individualism orientation. Followers' high need for affiliation enhanced the positive effects of T-O leadership style on followers' identification with the work group. Leader group prototypicality was positively associated with perceived leadership effectiveness and trust in leader through its positive effect on personal attraction towards the leader, but not through social attraction towards the leader. Perceived leader group prototypicality was also negatively related to responsibility and causal attributions for negative leader behaviors via social and personal attraction towards the leader; however, contrary to expectations the effects of social attraction on these attributions were positive. The relationship between leader group prototypicality and followers' job satisfaction was fully mediated by follower perceptions of leadership effectiveness and trust in leader as well as by responsibility and causal attributions for negative leader behaviors. Finally, followers' social identification with the work group was found to enhance the negative relationship of leader group prototypicality with responsibility attributions for negative leader behaviors supporting the moderating role of social identity salience in the relationship of leader group prototypicality and positive follower outcomes suggested by SIT of leadership (Hogg, 1996).

Expected and unexpected findings are evaluated along with findings and suggestions from the related literature. Theoretical and practical implications of the results are discussed along with limitations and suggestions for future research. The present study is aimed to contribute researchers' as well as practitioners' understanding of SIT of leadership. Although as a relatively recent theory, the SIT of leadership has been subject to a number of empirical studies, to our knowledge this is the first comprehensive attempt to explore the relationships suggested by the theory in Turkish cultural context. It is hoped that the present study and the findings can guide future researchers in conducting empirical studies and contribute to theoretical advancements in the field of leadership and, more specifically, in the SIT theory of leadership which is a fruitful research area.

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APPENDICES
APPENDIX A
THE EMPLOYEE SURVEY



Orta Doğu Teknik
Üniversitesi
Psikoloji Bölümü

**ÇALIŞANLARIN TUTUM VE ALGILARININ İŞ
YAŞAMINDAKİ DAVRANIŞLARINA OLAN ETKİLERİ
ARAŞTIRMASI**



ÇALIŞAN ANKETİ UYGULAMASI



ÇALIŞANLARIN TUTUM VE ALGILARININ İŞ YAŞAMINDAKİ DAVRANIŞLARINA OLAN ETKİLERİ ARAŞTIRMASI

Sayın katılımcı,

- ✚ Bu anket Orta Doğu Teknik Üniversitesi (ODTÜ) Psikoloji Bölümü Sosyal Psikoloji Doktora Programı öğrencisi Aslı Göncü tarafından yürütülen bitirme tezi kapsamındadır. Söz konusu tez çalışmasının amacı, çalışanların işe, çalışma grubuna ve amirlerine yönelik düşünce, tutum ve algılarının çalışma ortamında gösterdikleri davranışlara olan etkilerini araştırmaktır.
- ✚ Bu araştırmaya katılım tamamen gönüllülük esasına dayanmaktadır.
- ✚ Anketin cevaplanması süre sınırlaması yoktur; ancak anketin doldurulması, yaklaşık 20-25 dakika sürmektedir.
- ✚ Lütfen her soruyu dikkatle okuyunuz ve hiçbir soruyu yanıtsız bırakmayınız. Boş bırakılan maddelerin olduğu anketler geçersiz sayılacaktır.
- ✚ Hiçbir sorunun doğru veya yanlış cevabı yoktur. Sizin içtenlikle vereceğiniz cevaplar bizim için en yararlı olanlardır.
- ✚ Anketten elde edilecek bilgiler, yalnızca bilimsel amaçlarla kullanılacak, kesinlikle hiçbir kişi veya kurumla paylaşılmayacaktır.
- ✚ Çalışmamıza katılımınız ve yaptığınız katkı bizim için çok değerlidir. Bu anketi doldurmak için zaman ayırdığınız için teşekkür ederiz.



Aslı Göncü
Orta Doğu Teknik Üniversitesi
Psikoloji Bölümü
Doktora Öğrencisi
E-posta: asligoncu@yahoo.com
Tel.: 0533 466 49 77

Prof. Dr. H. Canan Sümer
E-posta: hcanan@metu.edu.tr

BÖLÜM 1.

Aşağıda, ÇALIŞMA GRUBUNUZ ve ŞU ANDA BERABER ÇALIŞTIĞINIZ

AMİRİNİZ/YÖNETİCİNİZ hakkındaki görüşlerinizle ilgili maddeler yer almaktadır. Lütfen her maddeyi dikkatlice okuduktan sonra o maddede ifade edilen görüşe ne derecede katıldığınızı verilen 5 basamaklı ölçeği kullanarak belirtiniz. Her bir madde için, ölçekte görüşünüze uygun olan ifadenin üzerindeki rakamı maddenin sonunda verilen sütuna yazınız.

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum

1. Birisi <u>çalışma grubumu</u> övdüğünde, bana iltifat edilmiş gibi hissedirim.	
2. Şu anki yöneticim, bu kurumun bir çalışanı/personeli olmasaydı da ondan hoşlanırdım.	
3. <u>Çalışma grubumun</u> başarıları benim başarılarımdır.	
4. Bu kurumun bir çalışanı/personeli olması, şu anki yöneticimden hoşlanmam için önemli bir sebeptir.	
5. Başka bir kurumdansa olsaydı, şu anda beraber çalıştığım yöneticiden çok da hoşlanmayacağımı düşünüyorum.	
6. Başkalarının <u>çalışma grubum</u> hakkında ne düşündüğü ile çok ilgilenirim.	
7. Şu anki yöneticime olan olumlu tutumlarımda bu kurumun bir çalışanı/personeli olmasının önemli etkisi olduğunu düşünüyorum.	
8. Birisi <u>çalışma grubumu</u> eleştirdiğinde, bunu şahsıma yapılmış bir saldırı olarak algılarımdır.	
9. Bu kurumun bir çalışanı/personeli olmasaydı da şu anki yöneticimi tanımayı isterdim.	
10. Şu anda beraber çalıştığım yöneticimin bu kurumun çalışanı/personeli olarak kimliği benim için çok önemlidir.	
11. <u>Çalışma grubum</u> hakkında konuşurken genellikle "onlar" yerine "biz" derim.	
12. Bu kurumun çalışanı/personeli olmayan bir lider/yönetici ile çok iyi anlaşamayabileceğimi düşünüyorum.	
13. Şu anki yöneticim bu kurumun bir çalışanı/personeli olmasaydı ona kanımın ısınması zor olurdu.	

BÖLÜM 2.

Aşağıda yöneticilere yönelik çeşitli algılar verilmiştir. Lütfen, şu anda beraber çalıştığınız, doğrudan bağlı olduğunuz yöneticiyi düşündüğünüzde aşağıda belirtilen maddelere ne ölçüde katıldığınızı verilen 5 basamaklı ölçeği kullanarak değerlendiriniz. Her bir madde için, ölçekte görüşünüze en uygun olan ifadenin üzerindeki rakamı maddenin sonunda verilen sütuna yazınız.

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum

1. Amirimin/yöneticimin iyi bir lider olduğunu düşünüyorum.	
-------------------------------------------------------------	--

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum

2. Amirim/yöneticim bir lider olarak son derece etkilidir.	
3. Amirimin/yöneticimin yönetim şekli çalışanları (olumlu yönde) motive eder.	
4. Amirimle/yöneticimle beraber çalışmaya çok istekliyimdir.	
5. Amirim/yöneticim beni çalışma grubum için fedakarlıkta bulunma konusunda motive eder.	

BÖLÜM 3.

Lütfen, aşağıdaki maddelerde yazan ifadelerin SİZİ NE ÖLÇÜDE TANIMLADIĞINI verilen 5 basamaklı ölçeği kullanarak belirtiniz. Her bir madde için, ölçekte görüşünüze en uygun olan ifadenin üzerindeki rakamı maddenin sonunda verilen sütuna yazınız.

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum

1. İş arkadaşlarıma destek olmak için özel zaman ayırıyorum.	
2. Bir işe başlamadan önce plan yaparım.	
3. İş arkadaşlarımla iş dışında da görüşürüm.	
4. Bir işi en iyi şekilde yapmanın yollarını ararım.	
5. Çalıştığım kişilerle sıcak ilişkiler kurarım.	
6. Başladığım bir işi iyi şekilde bitirememek beni çok mutsuz eder.	
7. Sevdiklerimi özel günlerde mutlaka ararım.	
8. Planlı programlı hareket etmek yerine kendimi olayların akışına bırakmayı tercih ederim.	
9. İnsanlarla sıcak ilişkiler kurarım.	
10. Ne kadar yorucu da olsa kendi emeğimle elde ettiğim bir başarıyı şansa bağlı başarıya tercih ederim.	
11. Nadiren eş, dost, akraba ziyaretlerine giderim.	
12. Bir işi gerçekten iyi yapmış olmaktan aldığım tatmini hayatta hiçbir şeyden almam.	
13. Sevdiklerimden ayrı kalmak beni çok üzer.	
14. Genellikle yaptığım planı takip ederim.	
15. Sevdiklerimin fotoğraflarını daima gözümün önünde tutarım.	

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum

16. Bir işin planladığım şekilde gerçekleşmemesi beni rahatsız eder.	
17. Başkalarının dertlerine çözüm bulmak beni mutlu eder.	
18. İşim söz konusu olduğunda mükemmeliyetçiyimdir.	
19. Bir iş yerinde verimliliğin temel şartı insan ilişkilerinin iyi olmasıdır.	
20. Yaptığım işin içime sinmesi, değerlendirme sonucu kadar önemlidir.	
21. İşle ilgili aksaklıklardan çok, insani ilişkilerle ilgili aksaklıklar çalışmamı olumsuz yönde etkiler.	
22. Başarılı olduğum zaman yaşadığım sevincin yerini hiç bir şey tutmaz.	

BÖLÜM 4.

Aşağıda şu anda birlikte çalıştığınız yöneticiye yönelik algılarınızı yansıtan maddeler verilmiştir. Lütfen, şu anda beraber çalıştığınız, doğrudan bağlı olduğunuz yöneticiyi düşündüğünüzde aşağıda belirtilen maddelere ne ölçüde katıldığınızı verilen 5 basamaklı ölçeği kullanarak değerlendiriniz. Her bir madde için, ölçekte görüşünüze en uygun olan ifadenin üzerindeki rakamı maddenin sonunda verilen sütuna yazınız.

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum

1. Şu anda beraber çalıştığım amirimle/yöneticimle bir arkadaşım ile yapmak isteyeceğim (beraber tatile, sinemaya veya konsere gitmek gibi) bir sosyal aktivitede bulunmayı isterim.	
2. Şu anda beraber çalıştığım amirimi/yöneticimi bir arkadaş gibi görürüm.	
3. Şu anda beraber çalıştığım amirimin/yöneticimin genel tutumlar ve beğeniler açısından bana çok benzer olduğunu düşünürüm.	

BÖLÜM 5.

Aşağıda, iş hayatında yöneticilerin sergilediği davranışlarla ilgili tanımlar yer almaktadır. Doğrudan bağlı olduğunuz yöneticinizi düşündüğünüzde, aşağıda yer alan her bir tanımla ilgili görüşünüzü verilen 5 basamaklı ölçeği kullanarak belirtiniz. Her bir madde için, ölçekte görüşünüze en uygun olan ifadenin üzerindeki rakamı maddenin sonunda verilen sütuna yazınız.

1	2	3	4	5
Hiçbir Zaman	Nadiren	Zaman Zaman	Çoğunlukla	Her Zaman

ŞU ANDA BERABER ÇALIŞTIĞIM AMİRİM/YÖNETİCİM...

1. Çalışanlarına karşı bir aile büyüğü (baba/anne veya ağabey/abla) gibi davranır.	
2. Çalışanlarını dışarıdan gelen eleştirilere karşı korur.	
3. Çalışanlarına bir aile büyüğü gibi öğüt verir.	
4. Çalışanlarını yakından (örn., kişisel sorunlar, aile yaşantısı vs.) tanımaya önem verir.	
5. Çalışanlarına karşı tatlı-serttir.	
6. İş yerinde aile ortamı yaratmaya önem verir.	
7. Çalışanlarıyla ilişkilerinde duygusal tepkiler gösterir; sevinç, üzüntü, kızgınlık gibi duygularını dışa vurur.	
8. Çalışanlardan birinin özel hayatında yaşadığı problemlerde (örn; eşler arası problemlerde) arabuluculuk yapmaya hazırdır.	
9. Çalışanlarıyla ilgili kararlar alırken (örn., terfi, işten çıkartma), performans en önemli kriter değildir.	
10. İşle ilgili her konunun kontrolü altında ve bilgisi dahilinde olmasını ister.	
11. Bir ebeveynin çocuğundan sorumlu olması gibi, her çalışanından kendini sorumlu hisseder.	
12. Gerektiğinde, çalışanları adına, onaylarını almaksızın bir şeyler yapmaktan çekinmez.	
13. Çalışanlarıyla bire bir ilişki kurmak onun için çok önemlidir.	
14. İhtiyaçları olduğu zaman, çalışanlarına iş dışı konularda (örn., ev kurma, çocuk okutma, sağlık vs.) yardım etmeye hazırdır.	
15. Çalışanlarına gösterdiği ilgi ve alakaya karşılık, onlardan bağlılık ve sadakat bekler.	
16. Çalışanlarıyla yakın ilişki kurmasına rağmen aradaki mesafeyi de korur.	
17. Çalışanlarının gelişimini yakından takip eder.	

18. Çalışanları için neyin en iyi olduğunu bildiğine inanır.	
19. Çalışanlarının özel günlerine (örn., nikah, cenaze, mezuniyet vs.) katılır.	
20. Çalışanlarında sadakate, performansa verdiğiinden daha fazla önem verir.	
21. İşle ilgili konularda çalışanlarının fikrini sorar, ama son kararı kendisi verir.	

BÖLÜM 6.

Aşağıda sizinle ve doğrudan bağlı bulunduğunuz amirinizle ilgili çeşitli ifadeler yer almaktadır. Lütfen, aşağıdaki her maddeyi dikkatlice okuduktan sonra o maddede yer alan ifadeye ne derecede katıldığınızı aşağıdaki 5 basamaklı ölçeği kullanarak belirtiniz. Her bir madde için, ölçekte görüşünüze en uygun olan ifadenin üzerindeki rakamı maddenin sonunda verilen sütuna yazınız.

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum

1. Başkalarına güvenmektense kendi ayaklarım üzerinde durmayı tercih ederim.	
2. Amirim içinde bulunduğum grubun tipik bir temsilcisidir.	
3. Ebeveynler ve çocuklar mümkün olabildiğince birbirlerine bağlı kalmalıdır.	
4. Amirimin, çalıştığım grubun üyeleriyle pek çok ortak yanı vardır.	
5. İşimi başkalarından daha iyi yapmak benim için çok önemlidir.	
6. Amirim, sahip olduğu özellikler bakımından iş grubumun üyelerini temsil etmektedir.	
7. İş arkadaşlarımdan biri ödül kazansa gurur duyarım.	
8. Amirim iş grubumun diğer üyelerinden çok farklı biridir.	
9. Kazanmak her şeydir.	
10. Genel olarak, amirimin düşünce yapısı bizimkinden (ben ve iş grubumun diğer üyelerinden) çok farklı değildir.	
11. Çoğu zaman yalnızca kendime güvenirim; çevremdekilere nadiren güvenirim.	
12. Amirim, birçok açıdan iş grubumun üyelerine benzer.	
13. Yakın çevremizin kararlarına saygı göstermek benim için önemlidir.	
14. Amirim, iş grubumuzun değerlerini temsil etmek konusunda son derece başarılıdır.	

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum

15. Çoğu zaman "kendi bildiğim" gibi yaşarım.	
16. Genel olarak amirim bende, bizden (ben ve iş grubumun diğer üyelerinden) biri olduğu izlenimini uyandırır.	
17. Başkalarıyla işbirliği yaptığımda kendimi iyi hissedirim.	
18. Amirimin iş grubumuzun kimliğini çok iyi yansıttığını düşünürüm.	
19. Kendi isteklerimden fedakarlık yapmam gerekse bile yakınım olan kişilerle ilgilenmek benim görevimdir.	
20. Genel olarak amirimin yönetim tarzı bizim ekibin ruhuna uygundur.	
21. Amirimin iş ile ilgili olaylara yaklaşım şekli bizimkine (ben ve iş grubumun üyelerine) benzer.	
22. Özgün (başkalarından farklı) bir birey olmak benim için önemlidir.	
23. Amirimin çoğu davranışı tarafımızdan (ben ve iş grubumun üyeleri tarafından) onaylanmaz.	
24. Rekabet doğanın kanunudur.	
25. İş arkadaşımın iyiliği benim için çok önemlidir.	
26. Amirim, iş grubumun üyeleriyle çok benzer özellikler taşımaktadır.	
27. Sahip olduğu değer yargıları açısından amirim bize (bana ve iş grubumun diğer üyelerine) çok benzer.	
28. Başka biri benden daha başarılı olduğunda, kendimi gergin ve kamçılanmış hissedirim.	
29. Ne kadar fedakarlık gerektirirse gerektirsin, aile üyeleri birbirlerine kenetlenmelidir.	
30. Amirimle iş grubu olarak ortak bir düşünce şeklimiz vardır.	
31. Benim için mutluluk, çevremdeki insanlarla vakit geçirmektir.	

BÖLÜM 7.

Lütfen doğrudan bağlı bulunduğunuz yöneticinizin aşağıdaki ifadelerde yer alan davranışları ne ölçüde sergilediğini aşağıdaki 5 basamaklı ölçeği kullanarak değerlendiriniz. Her bir davranışı ayrı olarak düşününüz ve amiriniz hakkındaki genel görüşlerinizin, belirtilen davranış konusundaki değerlendirmelerinizi yanıltmasına izin vermeyin. Her bir madde için, ölçekte görüşünüze en uygun olan ifadenin üzerindeki rakamı maddenin sonunda verilen sütuna yazınız.

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum

DOĞRUDAN BAĞLI OLDUĞUM YÖNETİCİMİN...

1. Beni başarılı olduğum zaman ödüllendireceğini bilirim.	
2. İşimi sadece çalışma performansıma bağlı değerlendireceğini bilirim.	
3. İş konusunda haklı olduğumda beni koruyacağını bilirim.	
4. Konumunu hak ettiğine inanırım.	
5. Söyledikleri ve yaptıkları birebir örtüşür.	
6. Otoritesinden rahatsızlık duyarım.	
6. Bilgisinin eksik kaldığı konular vardır.	
8. Talep ve önerilerine güvenirim.	

BÖLÜM 8.

Lütfen, aşağıdaki maddelerde yazan ifadelerin SİZİ NE ÖLÇÜDE TANIMLADIĞINI aşağıdaki 5 basamaklı ölçeği kullanarak belirtiniz. Her bir madde için, ölçekte görüşünüze en uygun olan ifadenin üzerindeki rakamı maddenin sonunda verilen sütuna yazınız. (Soruların doğru veya yanlış cevabı yoktur; lütfen içtenlikle cevap veriniz)

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum

1. Her zaman çevremdekilerin ne düşündüğüne büyük önem veririm.	
2. Fikirlerimi kabul ettirmek için ısrarlı davranabilirim.	
3. Çevremi desteğini aldığım da kesinlikle daha iyi performans gösteririm.	
4. İnsanları ikna edememek beni çok rahatsız eder.	
5. Fikirlerimi söylemek için doğru zaman ve mekanı kollarım.	
6. Başkalarına fikirlerimi kabul ettirmek için herşeyi yaparım.	
7. Normalde onaylamayacağım bir şeyi, içinde bulunduğum grubun tutum ve davranışlarına göre onaylayabilirim.	
8. Grup içinde geri planda kalmak beni rahatsız eder.	
9. Düşüncelerimi ifade ediş tarzımı çevremdekilerin beklentilerine göre sertleştirebilirim.	
1. Herhangi bir takım üyesi olmak yerine takımın başı olmak isterim.	
2. Doğru olduğuna inansam bile çevremdekilerin onayı olmadan radikal girişimlerde bulunmam.	
3. Bir grupta çalışırken gidişatı ben yönlendirmek isterim.	
4. İnsanlarla uyumlu olabilmek için kendimi ifade ediş tarzımı değiştirebilirim.	
5. Yetki ve mevki sahibi olacağım bir işte çalışmak isterim.	
6. Yaptıklarımın iş grubum tarafından kabul görüp görmeyeceğini çok fazla kafama takarım.	
7. Bir grupta ön plana çıkmak yerine geride kalmayı tercih ederim.	
8. İş ile ilgili düşüncelerimin iş grubumun üyeleri tarafından onaylanıp onaylanmaması beni ilgilendirmmez.	
9. Kişisel doyumum için başarılı olmak isterim.	
10. İş grubumun üyelerinin hoşuna gideceğini hissedersen, normalde yapmak istemeyeceğim şeyleri yapabilirim.	

BÖLÜM 9.

Bu bölümde, çeşitli lider davranışları ve bu davranışlara dair altı farklı değerlendirme boyutu tanımlanmıştır. Lütfen, her bir maddede tanımlanan davranışı **doğrudan bağlı olduğunuz amirinizin/yöneticinizin YAPIYOR OLDUĞUNU FARZEDİNİZ**. Her bir maddeyi okuduktan sonra, üst kısımda tanımlanan altı farklı değerlendirme boyutundan **HER BİRİNE** ne ölçüde katıldığınızı "1 = Kesinlikle katılmıyorum"dan başlayan ve "5 = Kesinlikle katılıyorum"a kadar giden 5 basamaklı ölçek üzerinde seçtiğiniz rakamı her maddenin sonunda verilen sütuna yazarak belirtiniz.

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum

1. Amiriniz/yöneticiniz yaptığınız bir işi olumsuz yönde eleştiriyor...

Amirimin bu davranışı kendisi ile ilgili bir nedenden kaynaklanmıştır (örn., kendi kişiliği, içinde bulunduğu ruh hali vb.)	
Amirim bu davranışı muhtemelen başka zamanlarda da yapacaktır.	
Amirim benzer davranışları diğer konularda da gösterecektir.	
Amirim bu davranışı istemeden değil, kasıtlı olarak yapmıştır.	
Amirimin bu davranışı tamamen onun bencilliğinden kaynaklanmıştır.	
Amirim bu davranışı için suçlanmayı hak etmiştir.	

2. Amiriniz/yöneticiniz size karşı soğuk ve mesafeli davranıyor...

Amirimin bu davranışı kendisi ile ilgili bir nedenden kaynaklanmıştır (örn., kendi kişiliği, içinde bulunduğu ruh hali vb.)	
Amirim bu davranışı muhtemelen başka zamanlarda da yapacaktır.	
Amirim benzer davranışları diğer konularda da gösterecektir.	
Amirim bu davranışı istemeden değil, kasıtlı olarak yapmıştır.	
Amirimin bu davranışı tamamen onun bencilliğinden kaynaklanmıştır.	
Amirim bu davranışı için suçlanmayı hak etmiştir.	

3. Amiriniz/yöneticiniz bir hatanızdan dolayı size çıkıyor...

Amirimin bu davranışı kendisi ile ilgili bir nedenden kaynaklanmıştır (örn., kendi kişiliği, içinde bulunduğu ruh hali vb.)	
Amirim bu davranışı muhtemelen başka zamanlarda da yapacaktır.	
Amirim benzer davranışları diğer konularda da gösterecektir.	
Amirim bu davranışı istemeden değil, kasıtlı olarak yapmıştır.	
Amirimin bu davranışı tamamen onun bencilliğinden kaynaklanmıştır.	
Amirim bu davranışı için suçlanmayı hak etmiştir.	

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum

4. Amiriniz/yöneticiniz başarılı olduğunuz bir iş için sizi ödüllendirmiyor...

Amirimin bu davranışı kendisi ile ilgili bir nedenden kaynaklanmıştır (örn., kendi kişiliği, içinde bulunduğu ruh hali vb.)	
Amirim bu davranışı muhtemelen başka zamanlarda da yapacaktır.	
Amirim benzer davranışları diğer konularda da gösterecektir.	
Amirim bu davranışı istemeden değil, kasıtlı olarak yapmıştır.	
Amirimin bu davranışı tamamen onun bencilliğinden kaynaklanmıştır.	
Amirim bu davranışı için suçlanmayı hak etmiştir.	

5. Amiriniz/yöneticiniz iş ile ilgili getirdiğiniz yeni bir öneriyi dikkate almıyor...

Amirimin bu davranışı kendisi ile ilgili bir nedenden kaynaklanmıştır (örn., kendi kişiliği, içinde bulunduğu ruh hali vb.)	
Amirim bu davranışı muhtemelen başka zamanlarda da yapacaktır.	
Amirim benzer davranışları diğer konularda da gösterecektir.	
Amirim bu davranışı istemeden değil, kasıtlı olarak yapmıştır.	
Amirimin bu davranışı tamamen onun bencilliğinden kaynaklanmıştır.	
Amirim bu davranışı için suçlanmayı hak etmiştir.	

6. Amiriniz/yöneticiniz bir çalışan olarak kendinizi geliştirmenize fırsat tanıyacak geribildirimler vermiyor...

Amirimin bu davranışı kendisi ile ilgili bir nedenden kaynaklanmıştır (örn., kendi kişiliği, içinde bulunduğu ruh hali vb.)	
Amirim bu davranışı muhtemelen başka zamanlarda da yapacaktır.	
Amirim benzer davranışları diğer konularda da gösterecektir.	
Amirim bu davranışı istemeden değil, kasıtlı olarak yapmıştır.	
Amirimin bu davranışı tamamen onun bencilliğinden kaynaklanmıştır.	
Amirim bu davranışı için suçlanmayı hak etmiştir.	

BÖLÜM 10.

Aşağıda, iş hayatında yöneticilerin sergilediği davranışlarla ilgili tanımlar yer almaktadır. Doğrudan bağlı olduğunuz yöneticinizi düşündüğünüzde, aşağıda yer alan her bir davranışı ne sıklıkta gerçekleştirdiği ile ilgili görüşünüzü verilen 5 basamaklı ölçeği kullanarak belirtiniz. Her bir madde için, ölçekte görüşünüze en uygun olan ifadenin üzerindeki rakamı maddenin sonunda verilen sütuna yazınız.

1	2	3	4	5
Hiçbir zaman	Nadiren	Zaman Zaman	Çoğunlukla	Her Zaman

ŞU ANDA BERABER ÇALIŞTIĞIM AMİRİM/YÖNETİCİM...

1. Az çalışan elemanlarını daha çok çalışmaları için teşvik eder.	
2. Elemanlarıyla konuşmadan onların görevlerini değiştirebilir.	
3. Bütün bir birimin/kuruluşun esenliğini elemanlarının tek tek refahından daha üstün tutar.	
4. Elemanlarının neyi nasıl yapmaları gerektiği konusunda ayrıntılı kararlar verir.	
5. Elemanlarına danışmadan hareket etmez.	
6. Elemanlarının aldıkları kararlardan kendisini haberdar etmelerini ister.	
7. Bir konuda geri adım atmaya karşı çıkar.	
8. Değişikliklere açıktır.	
9. Kötü yapılan işleri eleştirir.	
10. Elemanlarının önerilerini hayata geçirir.	
11. Elemanlarından varolan standartlara harfi harfine uymalarını ister.	
12. Elemanlarına ayrıcalıklar yapar.	
13. Önemli konularda harekete geçmeden önce elemanlarının onayını alır.	
14. İşte kendi fikirlerini dener.	
15. Tek tek kişiler yerine bir davranışı eleştirir.	
16. Kurallarından taviz vermez bir şekilde yönetir.	
17. Sorgulanmaya izin vermez bir tarzda konuşur.	
18. Bütün bir birimin iyiliği için elemanlarından fedakârlıkta bulunmalarını ister.	

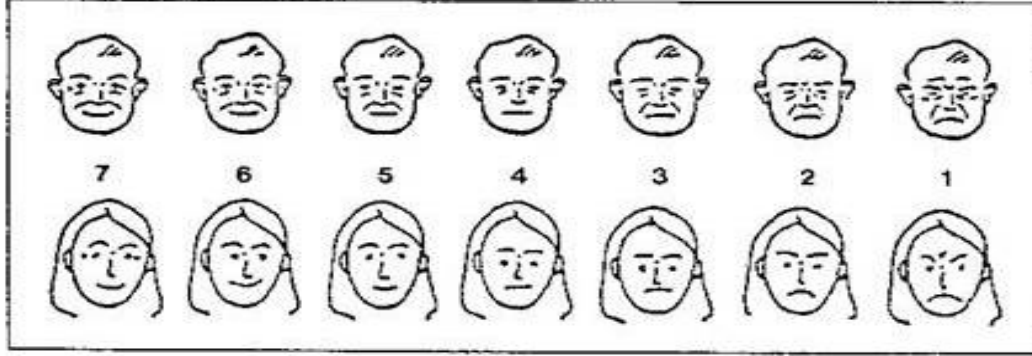
1	2	3	4	5
Hiçbir zaman	Nadiren	Zaman Zaman	Çoğunlukla	Her Zaman

ŞU ANDA BERABER ÇALIŞTIĞIM AMİRİM/YÖNETİCİM...

19. Davranışlarının nedenini açıklamayı reddeder.	
20. Elemanlarını daha fazla çaba harcamaları konusunda "dürtükler".	
21. Elemanlarıyla fikir ayrılıkları olduğunda kendi fikirlerinden vazgeçebilir.	
22. Verilen işlerin zamanında bitirilmesi gerektiğini özellikle belirtir.	
23. Her şeyin kendi istediği şekilde yapılması için ısrar eder.	
24. Elemanlarının her birine ayrı görevler verir.	
25. Elemanlarının yapabileceklerinden daha fazla iş ister.	
26. Elemanlarıyla yalnızca daha önceden tayin edilmiş zamanlarda toplantılar yapar.	
27. Başkalarının hoşuna gitmese de elemanlarının haklarını savunur.	
28. Rakip gruplardan daha önde olmaları konusunda elemanlarına baskı yapar.	
29. Değişime yönelik önerilerden hoşlanmaz.	
30. Elemanlarının bir işi en iyi bildikleri biçimde yapmalarına izin verir.	
31. Elemanlarına kendisiyle eşitlermiş gibi davranır.	
32. Sorunlara yeni yaklaşımlar getirir.	
33. Elemanlarına kişisel problemlerinde yardımcı olur.	
34. Elemanlarını normal süreden (mesai dışında) daha fazla çalışmalarını konusunda teşvik eder.	
35. Elemanlarının yaptıklarını destekler.	
36. Elemanlarının mümkün olduğunca çok çalışmalarını sağlar.	
37. Yeni fikirleri kabul etmekte ağır davranır.	
38. Ne kadar iş yapılması gerektiği konusunda elemanlarına talimatlar verir.	
39. İşlerin alışılmışın dışında yapılmasına karşı çıkar.	
40. Elemanlarının yeni fikirler üretmeleri için sabırla bekler.	

BÖLÜM 11.

Lütfen, genel olarak işinizden ne derecede memnun olduğunuzu en iyi temsil eden yüz ifadesinin altındaki ya da üstündeki rakamı işaretleyiniz. (Kadın katılımcılar kadın yüz ifadesinin üstündeki rakamlardan birini, erkek katılımcılar erkek yüz ifadesinin altındaki rakamlardan birini işaretlemelidir).



BÖLÜM 12.

Aşağıda bazı çalışan davranışlarını tanımlayan ifadeler yer almaktadır. Lütfen her bir maddede tanımlanan davranışı ne ölçüde sergilediğinizi düşününüz ve verilen 5 basamaklı ölçeği kullanarak değerlendiriniz. Her bir madde için, ölçekte görüşünüze en uygun olan ifadenin üzerindeki rakamı maddenin sonunda verilen sütuna yazınız.

1	2	3	4	5
Hiçbir zaman	Nadiren	Zaman Zaman	Çoğunlukla	Her Zaman

1. Yüksek kalitede iş ortaya koyarım.	
2. İşimin esasını oluşturan ana görevleri başarıyla yerine getirmekteyimdir.	
3. İşimi yaparken zamanı verimli bir şekilde kullanabilmekte ve iş planlarına bağlı kalmaktayım.	
4. İşimi başarılı bir şekilde yapabilmek için gerekli teknik bilgiyi etkili bir şekilde kullanabilmekteyimdir.	
5. Görevlerimi yerine getirirken sözlü iletişim becerisini etkili bir şekilde kullanabilmekteyimdir.	
6. Görevlerimi yerine getirirken yazılı iletişim becerisini etkili bir şekilde kullanabilmekteyimdir.	
7. Yaptığım işin kalitesinin iyi olduğunu düşünüyorum.	
8. Arkadaşlarım işimi iyi yaptığımı düşünürler.	
9. Amirim performansımı iyi olarak değerlendirir.	
10. İşimin gereklerini çok iyi başarmaktayım.	
11. İşimi yaparken (zaman zaman) güclük çekmekteyimdir.	

BÖLÜM 13.

Bu bölümde, çeşitli lider davranışları ve bu davranışlara dair altı farklı değerlendirme boyutu tanımlanmıştır. Lütfen, her bir maddede tanımlanan davranışı lider olarak **değerlendirdiğiniz amirin YAPIYOR OLDUĞUNU FARZEDİNİZ**. Her bir maddeyi okuduktan sonra, üst kısımda tanımlanan altı farklı değerlendirme boyutundan **HER BİRİNE** ne ölçüde katıldığınızı "1 = Kesinlikle katılmıyorum"dan başlayan ve "5 = Kesinlikle katılmıyorum"a kadar giden 5 basamaklı ölçek üzerinde seçtiğiniz rakamı maddenin sonunda verilen sütuna yazarak belirtiniz.

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum

1. Amiriniz/yöneticiniz yaptığınız bir işi olumlu yönde eleştiriyor...

Amirimin bu davranışı kendisi ile ilgili bir nedenden kaynaklanmıştır (örn., kendi kişiliği, içinde bulunduğu ruh hali vb.)	
Amirim bu davranışı muhtemelen başka zamanlarda da yapacaktır.	
Amirim benzer davranışları diğer konularda da gösterecektir.	
Amirim bu davranışı istemeden değil, kasıtlı olarak yapmıştır.	
Amirimin bu davranışı tamamen onun beni düşünmesinden kaynaklanmıştır.	
Amirim bu davranışı için övgüyü hak etmiştir.	

2. Amiriniz/yöneticiniz size karşı samimi ve içten davranıyor...

Amirimin bu davranışı kendisi ile ilgili bir nedenden kaynaklanmıştır (örn., kendi kişiliği, içinde bulunduğu ruh hali vb.)	
Amirim bu davranışı muhtemelen başka zamanlarda da yapacaktır.	
Amirim benzer davranışları diğer konularda da gösterecektir.	
Amirim bu davranışı istemeden değil, kasıtlı olarak yapmıştır.	
Amirimin bu davranışı tamamen onun beni düşünmesinden kaynaklanmıştır.	
Amirim bu davranışı için övgüyü hak etmiştir.	

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum

3. Amiriniz/yöneticiniz bir hatanızı görmezden geliyor...

Amirimin bu davranışı kendisi ile ilgili bir nedenden kaynaklanmıştır (örn., kendi kişiliği, içinde bulunduğu ruh hali vb.)	
Amirim bu davranışı muhtemelen başka zamanlarda da yapacaktır.	
Amirim benzer davranışları diğer konularda da gösterecektir.	
Amirim bu davranışı istemeden değil, kasıtlı olarak yapmıştır.	
Amirimin bu davranışı tamamen onun beni düşünmesinden kaynaklanmıştır.	
Amirim bu davranışı için övgüyü hak etmiştir.	

4. Amiriniz/yöneticiniz başarılı olduğunuz bir iş için sizi ödüllendiriyor...

Amirimin bu davranışı kendisi ile ilgili bir nedenden kaynaklanmıştır (örn., kendi kişiliği, içinde bulunduğu ruh hali vb.)	
Amirim bu davranışı muhtemelen başka zamanlarda da yapacaktır.	
Amirim benzer davranışları diğer konularda da gösterecektir.	
Amirim bu davranışı istemeden değil, kasıtlı olarak yapmıştır.	
Amirimin bu davranışı tamamen onun beni düşünmesinden kaynaklanmıştır.	
Amirim bu davranışı için övgüyü hak etmiştir.	

5. Amiriniz/yöneticiniz iş ile ilgili getirdiğiniz yeni bir öneriyi dikkate alıyor...

Amirimin bu davranışı kendisi ile ilgili bir nedenden kaynaklanmıştır (örn., kendi kişiliği, içinde bulunduğu ruh hali vb.)	
Amirim bu davranışı muhtemelen başka zamanlarda da yapacaktır.	
Amirim benzer davranışları diğer konularda da gösterecektir.	
Amirim bu davranışı istemeden değil, kasıtlı olarak yapmıştır.	
Amirimin bu davranışı tamamen onun beni düşünmesinden kaynaklanmıştır.	
Amirim bu davranışı için övgüyü hak etmiştir.	

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum

6. Amiriniz/yöneticiniz bir çalışan olarak kendinizi geliştirme fırsatı tanıyacak geribildirimler veriyor...

Amirimin bu davranışı kendisi ile ilgili bir nedenden kaynaklanmıştır (örn., kendi kişiliği, içinde bulunduğu ruh hali vb.)	
Amirim bu davranışı muhtemelen başka zamanlarda da yapacaktır.	
Amirim benzer davranışları diğer konularda da gösterecektir.	
Amirim bu davranışı istemeden değil, kasıtlı olarak yapmıştır.	
Amirimin bu davranışı tamamen onun beni düşünmesinden kaynaklanmıştır.	
Amirim bu davranışı için övgüyü hak etmiştir.	

BÖLÜM 14.

Adınız, Soyadınız (Ad ve soyadı kısmı sadece yöneticisine de anket uygulanmasını kabul eden katılımcılar tarafından doldurulacaktır. AD VE SOYAD BİLGİLERİ SADECE ÇALIŞAN VE YÖNETİCİ VERİLERİNİ EŞLEŞTİRME AMACIYLA KULLANILACAK, ARAŞTIRMACI TARAFINDAN GİZLİ TUTULACAK VE HİÇBİR KİŞİ VEYA KURUMLA PAYLAŞILMAYACAKTIR. EĞER YÖNETİCİNİZE ANKET UYGULANMASINI KABUL ETMİYORSANIZ, LÜTFEN AD VE SOYAD KISMINI BOŞ BIRAKARAK BİR SONRAKİ SORUYA GEÇİNİZ):

Cinsiyetiniz: ☐ Erkek ☐ Kadın Yaşınız: _____

Kaç yıldır mevcut görevinizde çalışıyorsunuz? (1 yıldan az ise lütfen ay olarak belirtiniz)

Şu anda bağlı olduğunuz yöneticinizle kaç yıldır birlikte çalışıyorsunuz? (1 yıldan az ise lütfen ay olarak belirtiniz) _____

Şu anki çalışma grubunuzda (siz dahil) yaklaşık kaç kişi çalışmaktadır? _____ kişi

Çalıştığınız sektör:

- | | |
|----------------------------------------------------------|--------------------------------------------|
| <input type="checkbox"/> Finans | <input type="checkbox"/> Teknoloji |
| <input type="checkbox"/> Hızlı Tüketim Malları | <input type="checkbox"/> İnşaat ve Malzeme |
| <input type="checkbox"/> Sağlık ve İlaç | <input type="checkbox"/> Medya |
| <input type="checkbox"/> Otomotiv | <input type="checkbox"/> Tekstil |
| <input type="checkbox"/> Metal | |
| <input type="checkbox"/> Dayanıklı Tüketim Malları | |
| <input type="checkbox"/> Diğer (Lütfen belirtiniz) | |

Çalıştığınız birim: _____

İşiniz: ☐ Yarı zamanlı (Part-time) ☐ Tam zamanlı (Full-time)

Kontrat türünüz: ☐ Sözleşmeli ☐ Kadrolu

Eğitim düzeyiniz:

☐ İlköğretim ☐ Lise ☐ Yüksekokul ☐ Üniversite ☐ Yüksek Lisans ☐ Doktora

Çalıştığınız kurum:

- ☐ Çok uluslu bir kurumdur.
- ☐ Ortakların hepsinin Türk olduğu bir kurumdur.
- ☐ Tek bir kişiye ait olan ve sahibi Türk olan bir kurumdur.
- ☐ Diğer (Lütfen belirtiniz).....

ARAŞTIRMAMIZA KATILIM VE KATKIDA BULUNDUĞUNUZ İÇİN ÇOK TEŞEKKÜR EDERİZ! ☺

APPENDIX B
THE MANAGER SURVEY



Orta Doğu Teknik
Üniversitesi
Psikoloji Bölümü

**ÇALIŞANLARIN TUTUM VE
ALGILARININ İŞ YAŞAMINDAKİ
DAVRANIŞLARINA OLAN ETKİLERİ
ARAŞTIRMASI**



YÖNETİCİ ANKETİ UYGULAMASI

ÇALIŞANLARIN TUTUM VE ALGILARININ İŞ YAŞAMINDAKİ DAVRANIŞLARINA OLAN ETKİLERİ ARAŞTIRMASI

Sayın katılımcı,

- ✚ Bu anket Orta Doğu Teknik Üniversitesi (ODTÜ) Psikoloji Bölümü Sosyal Psikoloji Doktora Programı öğrencisi Aslı Göncü tarafından yürütülen bitirme tezi kapsamındadır. Söz konusu tez çalışmasının amacı, çalışanların işe, çalışma grubuna ve amirlerine yönelik düşünce, tutum ve algılarının çalışma ortamında gösterdikleri davranışlara olan etkilerini araştırmaktır.
- ✚ Bu araştırmaya katılım tamamen gönüllülük esasına dayanmaktadır.
- ✚ Anketin cevaplanması süre sınırlaması yoktur; ancak anketin doldurulması, yaklaşık 5-10 dakika sürmektedir.
- ✚ Lütfen her soruyu dikkatle okuyunuz ve hiçbir soruyu yanıtsız bırakmayınız. Boş bırakılan maddelerin olduğu anketler geçersiz sayılacaktır.
- ✚ Bu ankette, kendilerine sunduğumuz anketi yanıtlamaya gönüllü olan kurumunuz çalışan(lar)ının iş performanslarını değerlendirmeniz istenmektedir. Performans değerlendirmelerinin, bilgilerin bilimsel amaçlarla kullanılmak üzere yapılması konusunda çalışan(lar)ınızın onayı alınmıştır.
- ✚ Anketten elde edilecek bilgiler, yalnızca bilimsel amaçlarla kullanılacak, kesinlikle hiçbir kişi veya kurumla paylaşılmayacaktır.
- ✚ Çalışmamıza katılımınız ve yaptığınız katkı bizim için çok değerlidir. Bu anketi doldurmak için zaman ayırdığınız için teşekkür ederiz.



Aslı Göncü
Doktora Öğrencisi
E-posta: asligoncu@yahoo.com
Tel.: 0533 466 49 77

Prof. Dr. H. Canan Sümer
E-posta: hcanan@metu.edu.tr

BÖLÜM 1. Aşağıda işyerlerindeki çalışan davranışları hakkında bir takım görüşler yer almaktadır. Lütfen, ismi yazılmış olan çalışanın/çalışanlarınızın listelenmiş olan her bir davranışı ne sıklıkta yaptığını ve performansına yönelik görüşlerinizi sunulan 5 basamaklı ölçeği kullanarak belirtiniz. Her ifadenin yanındaki boşluğa ölçekteki rakamlardan yalnızca birini yazınız.

1	2	3	4	5
Hiçbir Zaman	Nadiren	Zaman Zaman	Çoğunlukla	Her Zaman

Çalışanın İsmi	1.	2.	3.
(Bu çalışan) yüksek kalitede iş ortaya koyar.			
(Bu çalışan) işinin esasını oluşturan ana görevlerini başarıyla yerine getirmektedir.			
(Bu çalışan) işini yaparken zamanı verimli bir şekilde kullanabilmekte ve iş planlarına bağlı kalmaktadır.			
(Bu çalışan) işi başarılı bir şekilde yapabilmek için gerekli teknik bilgiyi etkili bir şekilde kullanabilmektedir.			
(Bu çalışan) görevlerini yerine getirirken sözlü iletişim becerisini etkili bir şekilde kullanabilmektedir.			
(Bu çalışan) görevlerini yerine getirirken yazılı iletişim becerisini etkili bir şekilde kullanabilmektedir.			
(Bu çalışanın) yaptığı işin kalitesinin iyi olduğunu düşünüyorum.			
(Bu çalışanın) arkadaşları işini iyi yaptığını düşünürler.			
(Bu çalışanın) amiri olarak performansını iyi değerlendiririm.			
(Bu çalışan) işinin gereklerini çok iyi başarmaktadır.			
(Bu çalışan) işini yaparken (zaman zaman) güçlük çekmektedir.			
NE KADAR SÜREDİR BU KİŞİNİN YÖNETİCİSİ OLARAK ÇALIŞMAKTASINIZ?			

BÖLÜM 2.

Cinsiyetiniz: ☐ Erkek ☐ Kadın Yaşınız: _____

Kaç aydır/yıldır yönetici olarak çalışıyorsunuz? _____

Eğitim düzeyiniz: ☐ İlköğretim ☐ Lise ☐ Yüksek okul ☐ Üniversite
☐ Yüksek lisans ☐ Doktora

Departmanınızda/takımınızda yönetiminiz altında kaç kişi çalışmaktadır? ____ kişi

Çalıştığınız kurumda yaklaşık olarak kaç kişi çalışmaktadır? _____ kişi

Çalıştığınız sektör: ☐ Finans ☐ Teknoloji
☐ Hızlı Tüketim Malları ☐ İnşaat ve Malzeme
☐ Sağlık ve İlaç ☐ Medya
☐ Otomotiv ☐ Tekstil
☐ Metal ☐ Dayanıklı Tüketim Malları
☐ Diğer (Lütfen belirtiniz).....

Çalıştığınız birim: _____

Çalıştığınız kurum: ☐ Çok uluslu bir kurumdur.
☐ Ortakların hepsinin Türk olduğu bir kurumdur.
☐ Tek bir kişiye ait olan ve sahibi Türk olan bir kurumdur.
☐ Diğer (Lütfen belirtiniz).....

**ARAŞTIRMAMIZA KATILIM VE KATKIDA BULUNDUĞUNUZ İÇİN ÇOK
TEŞEKKÜR EDERİZ! ☺**

APPENDIX C

LEADER GROUP PROTOTYPICALITY SCALE AND THE EXCLUDED ITEMS

1. Amirim içinde bulunduğum grubun tipik bir temsilcisidir.
2. Amirim, sahip olduğu özellikler bakımından iş grubumun üyelerini temsil etmektedir.
3. *Sahip olduğu değer yargıları açısından amirim bize (bana ve iş grubumun diğer üyelerine) çok benzer*.*
4. *Genel olarak, amirimin düşünce yapısı bizimkinden (ben ve iş grubumun diğer üyelerinden) çok farklı değildir.*
5. *Genel olarak amirim bende, bizden (ben ve iş grubumun diğer üyelerinden) biri olduğu izlenimini uyandırır.*
6. *Amirimin ekip/iş grubu olarak sahip olduğumuz kimliği çok iyi yansıttığını düşünürüm.*
7. *Amirim iş grubumuzun değerlerini temsil etmek konusunda son derece başarılıdır.*
8. *Genel olarak amirimin yönetim tarzı bizim ekibin ruhuna uygundur.*
9. *Amirimin çoğu davranışı tarafımızdan (ben ve iş grubumun üyeleri tarafından) onaylanmaz (R).*
10. *Amirimle iş grubu olarak ortak bir düşünce şeklimiz vardır.*
11. *Amirimin iş ile ilgili olaylara yaklaşım şekli bizimkine (ben ve iş grubumun üyelerine) benzer.*

EXCLUDED ITEMS

Amirimin çalıştığım grubun üyeleriyle pek çok ortak yanı vardır.
Amirim iş grubumun diğer üyelerinden çok farklı biridir (R).
Amirim, birçok açıdan iş grubumun üyelerine benzer.
Amirim iş grubumun üyeleriyle çok benzer özellikler taşımaktadır.

*Items in italics are developed by the researcher.

APPENDIX D

FACTOR ANALYSIS RESULTS OF THE FOLLOWER IDENTIFICATION WITH THE WORK GROUP SCALE

	Component
	1
1. Birisi <u>çalışma gurubumu</u> övdüğünde, bana iltifat edilmiş gibi hissedirim.	.790
2. <u>Çalışma gurubumun</u> başarıları benim başarılarımdır.	.717
3. <u>Çalışma gurubum</u> hakkında konuşurken genellikle “onlar” yerine “biz” derim.	.637
4. Başkalarının <u>çalışma gurubum</u> hakkında ne düşündüğü ile çok ilgilenirim.	.546
5. Birisi <u>çalışma grubumu</u> eleştirdiğinde, bunu şahsıma yapılmış bir saldırı olarak algılarım.	.528

APPENDIX E

RELATIONSHIP-ORIENTED AND TASK-ORIENTED LEADERSHIP STYLE

SCALES AND THE EXCLUDED ITEMS

THE ITEMS IN THE FINAL RELATIONSHIP-ORIENTED LEADERSHIP

SCALE

1. Elemanlarıyla konuşmadan onların görevlerini değiştirebilir (R).
2. Elemanlarına danışmadan hareket etmez.
3. Değişikliklere açıktır.
4. Elemanlarının önerilerini hayata geçirir.
5. Önemli konularda harekete geçmeden önce elemanlarının onayını alır.
6. Sorgulanmaya izin vermez bir tarzda konuşur (R).
7. Davranışlarının nedenini açıklamayı reddeder (R).
8. Elemanlarıyla fikir ayrılıkları olduğunda kendi fikirlerinden vazgeçebilir.
9. Her şeyin kendi istediği şekilde yapılması için ısrar eder (R).
10. Elemanlarının yapabileceklerinden daha fazla iş ister (R).
11. Başkalarının hoşuna gitmese de elemanlarının haklarını savunur.
12. Değişime yönelik önerilerden hoşlanmaz (R).
13. Elemanlarına kendisiyle eşitlermiş gibi davranır.
14. Elemanlarına kişisel problemlerinde yardımcı olur.
15. Elemanlarının yaptıklarını destekler.
16. Yeni fikirleri kabul etmekte ağır davranır (R).
17. İşlerin alışılmışın dışında yapılmasına karşı çıkar.

EXCLUDED ITEMS

Bir konuda geri adım atmaya karşı çıkar (R).
Elemanlarına ayrıcalıklar yapar.
Tek tek kişiler yerine bir davranışı eleştirir.

THE ITEMS IN THE FINAL TASK-ORIENTED LEADERSHIP SCALE

1. Az çalışan elemanlarını daha çok çalışmaları için teşvik eder.
2. Bütün bir birimin/kuruluşun esenliğini elemanlarının tek tek refahından daha üstün tutar.
3. Elemanlarının neyi nasıl yapmaları gerektiği konusunda ayrıntılı kararlar verir.
4. Elemanlarının aldıkları kararlardan kendisini haberdar etmelerini ister.
5. Kötü yapılan işleri eleştirir.
6. İşte kendi fikirlerini dener.
7. Kurallarından taviz vermez bir şekilde yönetir.
8. Bütün bir birimin iyiliği için elemanlarından fedakarlıkta bulunmalarını ister.
9. Elemanlarını daha fazla çaba harcamaları konusunda “dürtükler”.
10. Verilen işlerin zamanında bitirilmesi gerektiğini özellikle belirtir.
11. Elemanlarının her birine ayrı görevler verir.
12. Elemanlarıyla yalnızca daha önceden tayin edilmiş zamanlarda toplantılar yapar.
13. Rakip gruplardan daha önde olmaları konusunda elemanlarına baskı yapar.
14. Elemanlarından varolan standartlara harfi harfine uymalarını ister.
15. Elemanlarını normal süreden (mesai dışında) daha fazla çalışmaları konusunda teşvik eder.
16. Elemanlarının mümkün olduğunca çok çalışmalarını sağlar.
17. Ne kadar iş yapılması gerektiği konusunda elemanlarına talimatlar verir.

EXCLUDED ITEMS

Elemanlarının bir işi en iyi bildikleri biçimde yapmalarına izin verir (R).
Sorunlara yeni yaklaşımlar getirir.
Elemanlarının yeni fikirler üretmeleri için sabırla bekler (R).

APPENDIX F

THE ITEMS IN THE FINAL NEED FOR AFFILIATION SCALE AND THE EXCLUDED ITEMS

1. İnsanlarla sıcak ilişkiler kurarım
2. Çalıştığım kişilerle sıcak ilişkiler kurarım
3. Başkalarının dertlerine çözüm bulmak beni mutlu eder
4. Bir iş yerinde verimliliğin temel şartı insane ilişkilerinin iyi olmasıdır
5. Sevdiklerimden ayrı kalmak beni çok üzer
6. Sevdiklerimi özel günlerde mutlaka ararım
7. İş arkadaşarımla iş dışında da görüşürüm
8. İş arkadaşarıma destek olmak için özel zaman ayırırım

EXCLUDED ITEMS

Nadiren eş, dost, akraba ziyaretlerine giderim (R)
Sevdiklerimin fotoğraflarını daima gözümün önünde tutarım
İşle ilgili aksaklıklardan çok, insani ilişkilerle ilgili aksaklıklar çalışmamı olumsuz yönde etkiler

APPENDIX G

THE ITEMS IN THE FINAL NEED FOR APPROVAL SCALE AND THE EXCLUDED ITEM

1. İnsanlarla uyumlu olabilmek için kendimi ifade ediş tarzımı değiştirebilirim.
2. Yaptıklarımın iş grubum tarafından kabul görüp görmeyeceğini çok fazla kafama takarım.
3. Doğru olduğuna inansam bile çevremdekilerin onayı olmadan radikal girişimlerde bulunmam.
4. Her zaman çevremdekilerin ne düşündüğüne büyük önem veririm.
5. İş grubumun üyelerinin hoşuna gideceğini hissedersen, normalde yapmak istemeyeceğim şeyleri yapabilirim.
6. Çevremin desteğini aldığımda kesinlikle daha iyi performans gösteririm.
7. Normalde onaylamayacağım bir şeyi, içinde bulunduğum grubun tutum ve davranışlarına göre onaylayabilirim.
8. Düşüncelerimi ifade ediş tarzımı çevremdekilerin beklentilerine göre sertleştirebilirim.
9. Fikirlerimi söylemek için doğru zaman ve mekanı kollarım.

THE EXCLUDED ITEM

İş ile ilgili düşüncelerimin iş grubumun üyeleri tarafından onaylanıp onaylanmaması beni ilgilendirmez (R).

APPENDIX H

THE ITEMS IN THE FINAL NEED FOR POWER SCALE AND THE EXCLUDED ITEM

- | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none">1. Herhangi bir takım üyesi olmak yerine takımın başı olmak isterim.2. Bir grupta çalışırken gidişatı ben yönlendirmek isterim.3. Fikirlerimi kabul ettirmek için ısrarlı davranabilirim.4. Başkalarına fikirlerimi kabul ettirmek için herşeyi yaparım.5. İnsanları ikna edememek beni çok rahatsız eder.6. Yetki ve mevki sahibi olabileceğim bir işte çalışmak isterim.7. Grup içinde geri planda kalmak beni rahatsız eder. |
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THE EXCLUDED ITEM

Bir grupta öne çıkmak yerine geri planda kalmayı tercih ederim (R).

APPENDIX I

THE ITEMS IN THE FINAL NEED FOR ACHIEVEMENT SCALE AND THE EXCLUDED ITEMS

- | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none">1. Bir işi en iyi şekilde yapmanın yollarını ararım.2. İşim söz konusu olduğunda mükemmelliyetçiyimdir.3. Genellikle yaptığım planı takip ederim.4. Başarılı olduğum zaman yaşadığım sevincin yerini hiç bir şey tutmaz.5. Bir işi gerçekten iyi yapmış olmaktan aldığım tatmini hayatta hiçbir şeyden almam.6. Bir işe başlamadan önce plan yaparım.7. Yaptığım işin içime sinmesi, değerlendirme sonucu kadar önemlidir.8. Bir işin planladığım şekilde gerçekleşmemesi beni rahatsız eder.9. Başladığım bir işi iyi şekilde bitirememek beni çok mutsuz eder.10. Planlı programlı hareket etmek yerine kendimi olayların akışına bırakmayı tercih ederim (R). |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

THE EXCLUDED ITEMS

<p>Ne kadar yorucu da olsa kendi emeğimle elde ettiğim bir başarıyı şansa bağlı başarıya tercih ederim.</p> <p>Kişisel doyumum için başarılı olmak isterim</p>

APPENDIX J

FACTOR LOADINGS OF THE ITEMS IN THE SOCIAL AND PERSONAL ATTRACTION TOWARDS THE LEADER SCALES

	Component	
	Personal attraction towards the leader	Social attraction towards the leader
pa3. Şu anda beraber çalıştığım amirimin/yöneticimin genel tutumlar ve beğeniler açısından bana çok benzer olduğunu düşünürüm.	.813	-.015
pa2. Şu anda beraber çalıştığım amirimi/yöneticimi bir arkadaş gibi görürüm.	.804	-.036
pa1. Şu anda beraber çalıştığım amirimle/yöneticimle bir arkadaşım ile yapmak isteyeceğim (beraber tatile, sinemaya veya konsere gitmek gibi) bir sosyal aktivitede bulunmayı isterim.	.772	-.022
sa5R. Bu kurumun bir çalışanı/personeli olmasaydı da şu anki yöneticimi tanımayı isterdim.	.741	.035
sa1R. Şu anki yöneticim, bu kurumun bir çalışanı/personeli olmasaydı da ondan hoşlanırdım.	.722	-.035
sa4. Şu anki yöneticiye olan olumlu tutumlarımda bu kurumun bir çalışanı/personeli olmasının önemli etkisi olduğunu düşünüyorum.	.177	.696
sa3. Başka bir kurumdan olsaydı, şu anda beraber çalıştığım yöneticiden çok da hoşlanmayacağımı düşünüyorum.	-.245	.651
sa8. Şu anki yöneticim bu kurumun bir çalışanı/personeli olmasaydı ona kanımın ısınması zor olurdu.	-.338	.621
sa7. Bu kurumun çalışanı/personeli olmayan bir lider/yönetici ile çok iyi anlaşamayabileceğimi düşünüyorum.	-.063	.596
sa6. Şu anda beraber çalıştığım yöneticimin bu kurumun çalışanı/personeli olarak kimliği benim için çok önemlidir.	.424	.561
sa2. Bu kurumun bir çalışanı/personeli olması, şu anki yöneticimden hoşlanmam için önemli bir sebeptir.	.436	.551

APPENDIX K

FACTOR LOADINGS OF THE ITEMS IN THE FINAL SOCIAL AND PERSONAL ATTRACTION TOWARDS THE LEADER SCALES AND THE EXCLUDED ITEMS

	Component	
	Personal Attraction towards the Leader	Social Attraction towards the Leader
Şu anda beraber çalıştığım amirimin/yöneticimin genel tutumlar ve beğeniler açısından bana çok benzer olduğunu düşünürüm.	.868	-.062
Şu anda beraber çalıştığım amirimi/yöneticimi bir arkadaş gibi görürüm.	.859	-.084
Şu anda beraber çalıştığım amirimle/yöneticimle bir arkadaşım ile yapmak isteyeceğim (beraber tatile, sinemaya veya konsere gitmek gibi) bir sosyal aktivitede bulunmayı isterim.	.841	-.068
Bu kurumun bir çalışanı/personeli olmasaydı da şu anki yöneticimi tanımayı isterdim.	.691	-.069
Bu kurumun çalışanı/personeli olmayan bir lider/yönetici ile çok iyi anlaşamayabileceğimi düşünüyorum.	.096	.777
Başka bir kurumdan olsaydı, şu anda beraber çalıştığım yöneticiden çok da hoşlanmayacağımı düşünüyorum.	-.132	.755
Şu anki yöneticim bu kurumun bir çalışanı/personeli olmasaydı ona kanımın ısınması zor olurdu.	-.178	.752

THE EXCLUDED ITEMS

Şu anki yöneticim, bu kurumun bir çalışanı/personeli olmasaydı da ondan hoşlanırdım.
Şu anki yöneticime olan olumlu tutumlarımda bu kurumun bir çalışanı/personeli olmasının önemli etkisi olduğunu düşünüyorum.
Şu anda beraber çalıştığım yöneticimin bu kurumun çalışanı/personeli olarak kimliği benim için çok önemlidir.
Bu kurumun bir çalışanı/personeli olması, şu anki yöneticimden hoşlanmam için önemli bir sebeptir.

APPENDIX L

FACTOR ANALYSIS RESULTS OF THE FOLLOWER PERCEPTIONS OF LEADERSHIP EFFECTIVENESS SCALE

	Component
	1
Amirimle/yöneticimle beraber çalışmaya çok istekliyimdir.	.923
Amirimin/yöneticimin iyi bir lider olduğunu düşünüyorum.	.920
Amirim/yöneticim bir lider olarak son derece etkilidir.	.911
Amirimin/yöneticimin yönetim şekli çalışanları (olumlu yönde) motive eder.	.888
Amirim/yöneticim beni çalışma grubum için fedakarlıkta bulunma konusunda motive eder.	.869

APPENDIX M

FACTOR LOADINGS OF THE ITEMS IN THE TRUST IN LEADER SCALE AND THE EXCLUDED ITEMS

	Component
	1
1. İş konusunda haklı olduğumda beni koruyacağımı bilirim.	.898
2. Talep ve önerilerine güvenirim.	.880
3. Konumunu hak ettiğine inanırım.	.879
4. Söyledikleri ve yaptıkları birebir örtüşür.	.838
5. Beni başarılı olduğum zaman ödüllendireceğini bilirim.	.790
6. İşimi sadece çalışma performansıma bağlı değerlendireceğini bilirim.	.615

EXCLUDED ITEMS

Otoritesinden rahatsızlık duyarım (R)
Bilgisinin eksik kaldığı konular vardır (R)

APPENDIX N

**ITEMS IN THE RESPONSIBILITY AND CAUSAL ATTRIBUTIONS FOR
LEADER BEHAVIOR SCALES**

Causal Attributions for Negative Leader Behaviors Items

Amirimin bu davranışı kendisi ile ilgili bir nedenden kaynaklanmıştır (örn., kendi kişiliği, içinde bulunduğu ruh hali vb.) – Locus
Amirim bu davranışı muhtemelen başka zamanlarda da yapacaktır – Stability
Amirim benzer davranışları diğer konularda da gösterecektir – Globality

Responsibility Attributions for Negative Leader Behaviors Items

Amirim bu davranışı istemeden değil, kasıtlı olarak yapmıştır – Intent
Amirimin bu davranışı tamamen onun bencilliğinden kaynaklanmıştır – Selfish Motivation
Amirim bu davranışı için suçlanmayı hak etmiştir – Blame

Causal Attributions for Positive Leader Behaviors Items

Amirimin bu davranışı kendisi ile ilgili bir nedenden kaynaklanmıştır (örn., kendi kişiliği, içinde bulunduğu ruh hali vb.) – Locus
Amirim bu davranışı muhtemelen başka zamanlarda da yapacaktır – Stability
Amirim benzer davranışları diğer konularda da gösterecektir – Globality

Responsibility Attributions for Positive Leader Behaviors Items

Amirim bu davranışı istemeden değil, kasıtlı olarak yapmıştır – Intent
Amirimin bu davranışı tamamen onun beni düşünmesinden kaynaklanmıştır – Selfish Motivation
Amirim bu davranışı için övgüyü hak etmiştir – Praise

APPENDIX O

FACTOR LOADINGS OF THE ITEMS IN THE SUPERVISORY-RATED TASK PERFORMANCE SCALE

	Component
	1
1. (Bu çalışanın) yaptığı işin kalitesinin iyi olduğunu düşünüyorum.	.900
2. (Bu çalışan) işinin gereklerini çok iyi başarmaktadır.	.874
3. (Bu çalışan) işinin esasını oluşturan ana görevlerini başarıyla yerine getirmektedir.	.871
4. (Bu çalışan) işi başarılı bir şekilde yapabilmek için gerekli teknik bilgiyi etkili bir şekilde kullanabilmektedir.	.850
5. (Bu çalışanın) arkadaşları işini iyi yaptığını düşünürler.	.845
6. (Bu çalışan) yüksek kalitede iş ortaya koyar.	.845
7. (Bu çalışanın) amiri olarak performansını iyi değerlendiririm.	.826
8. (Bu çalışan) işini yaparken zamanı verimli bir şekilde kullanabilmekte ve iş planlarına bağlı kalmaktadır.	.752
9. (Bu çalışan) görevlerini yerine getirirken yazılı iletişim becerisini etkili bir şekilde kullanabilmektedir.	.734
10. (Bu çalışan) görevlerini yerine getirirken sözlü iletişim becerisini etkili bir şekilde kullanabilmektedir.	.710
11. (Bu çalışan) işini yaparken (zaman zaman) güçlük çekmektedir (R).	.473

APPENDIX P

FACTOR LOADINGS OF THE ITEMS IN THE SELF-RATED TASK

PERFORMANCE SCALE

	Component
	1
1. İşimin esasını oluşturan ana görevleri başarıyla yerine getirmekteyimdir.	.759
2. Yüksek kalitede iş ortaya koyarım.	.751
3. İşimin gereklerini çok iyi başarmaktayım.	.742
4. İşimi başarılı bir şekilde yapabilmek için gerekli teknik bilgiyi etkili bir şekilde kullanabilmekteyimdir.	.722
5. Arkadaşlarım işimi iyi yaptığımı düşünürler.	.716
6. Yaptığım işin kalitesinin iyi olduğunu düşünüyorum.	.714
7. İşimi yaparken zamanı verimli bir şekilde kullanabilmekte ve iş planlarına bağlı kalmaktayım.	.710
8. Görevlerimi yerine getirirken sözlü iletişim becerisini etkili bir şekilde kullanabilmekteyimdir.	.635
9. Görevlerimi yerine getirirken yazılı iletişim becerisini etkili bir şekilde kullanabilmekteyimdir.	.596
10. Amirim performansımı iyi olarak değerlendirir.	.464
11. İşimi yaparken (zaman zaman) güçlük çekmekteyimdir (R).	.029

APPENDIX R

RESULTS OF THE INDEPENDENT SAMPLES T-TESTS COMPARING THE DATA FROM PUBLIC AND PRIVATE SECTOR

Variable	Sector	Mean	F	T
1. Task-Oriented Leadership Style	Private	3.65	.346	5.70***
	Public	3.36		
2. Followers' Identification with the Work Group	Private	3.95	3.968	4.43***
	Public	3.68		
3. Leadership Effectiveness Perceptions	Private	3.74	3.896	2.55***
	Public	3.49		
4. Need for Achievement	Private	4.26	1.888	3.63***
	Public	4.09		
5. Need for Power	Private	3.40	16.091	4.12***
	Public	3.15		

Note. * $p < .05$, ** $p < .01$; *** $p < .001$.

APPENDIX S

CURRICULUM VITAE

PERSONAL INFORMATION

Surname, Name: Göncü, Aslı
Nationality: Turkish (TC)
Date and Place of Birth: 26 October 1979, Ankara
Marital Status: Single
Phone: +90 312 220 32 18
email: asligoncu@yahoo.com.tr

EDUCATION

Degree	Institution	Year of Graduation
MS	Koç University Industrial and Organizational Psychology	2006
BS	METU Psychology	2004
Minor Degree	METU Political Sciences and Public Administration Studies in Administration	2004
High School	Private Kültür High School, İstanbul	1999

WORK EXPERIENCE

Year	Place	Enrollment
2011 - Spring	Bilkent University	Part-time Instructor
2009 - Spring	University of South Florida Department of Psychology	Teaching Assistant
2006 - 2008	METU Department of Psychology	Project Assistant
2004 - 2006	Koç University Department of Psychology	Teaching and Research Assistant

FOREIGN LANGUAGES

Advanced English

PUBLICATIONS

1. Göncü, A. (in press). An integrative review of the social identity analysis of leadership, and propositions for future research. *International Journal of Management and Business*.

2. Göncü, A., Aycan, Z., & Johnson, R. (in press). Effects of paternalistic and transformational leadership on follower outcomes. *International Journal of Management and Business*.
3. Göncü, A. & Sümer, N. (in press). Rejection sensitivity, self-esteem instability, and relationship outcomes: Mediating role of responsibility attributions. *European Psychologist*.
4. Göncü, A., & Aycan, Z., & Johnson, R. E. (2009). Effects of paternalistic and transformational leadership on follower outcomes. The International Academy of Management and Business 2009 Fall Conference Proceedings, ISSN 1949-9094, Istanbul, Turkey, October 12-14.
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7. Göncü, A. (2007). İşe alım süreçlerinde etik ve etik dışı uygulamalar (Ethical and Unethical Practices in the Recruitment and Selection Processes), *Endüstriyel Klinik Psikoloji ve İnsan Kaynakları Yönetimi (Industrial Clinical Psychology and Human Resources Management: From Theory to Practice Psychology at Work Life)* (Ed. Tarık Solmuş). Beta Yayınları, İstanbul, Türkiye.

HOBBIES

Professional Singing, Movies, Mountain Climbing

APPENDIX T

TURKISH SUMMARY

Giriş

Hollander'ın (1993) ve Hogg, Hains, ve Mason'ın (1998) belirttiği gibi, gruplar varoldukça, liderler de varolur. Liderlik, endüstri ve örgüt psikolojisi, sosyoloji, ve işletme gibi alanlarda olduğu kadar, sosyal psikoloji alanında da önemli bir araştırma konusudur. Sosyal psikoloji yazını ilk zamanlarda liderliğe yol açan kişisel özellikler veya huylara yönelik araştırmalarla gündeme gelmiştir (örn., House & Aditya, 1997; Yukl, 1981). Ancak, deneysel çalışmalar kişilerin lider olarak ortaya çıkmasında genel kişilik özelliklerinin etkin olduğuna dair geçerli kanıt bulamamıştır (e.g., Andersen, 2006; House & Aditya, 1997; Yukl, 1981). Liderlik konusu sosyal psikoloji yazınında bir süredir ilgi odağı olamadıysa da (Fielding & Hogg, 1997), son zamanlarda takipçilerin liderlik sürecindeki rolünü ve grup bazlı süreçleri dikkate alan kuramlar son zamanlarda ilgi odağı olmuştur (örn., Avolio, Walumbwa, & Weber, 2009; Hogg ve diğerleri, 2006). Son zamanlardaki anlayışa göre, liderlik sadece liderin kişilik veya davranış özellikleri ile değil, takipçilerin bilişsel ve davranış süreçleri ile de açıklanan bir konu olmuştur.

Avolio ve arkadaşlarına göre (2009), liderlik yazınında en ilginç ve ihmal edilmiş konulardan biri, takipçilerin liderlik sürecindeki rolüdür. Howell ve Shamir (2005) takipçilerin benlik süreçlerinin ve gruba duydukları sosyal aidiyet hislerinin liderin karizmatik olarak algılanmasına katkıda bulunduğunu önermektedir. Bununla

paralel olarak, Hogg ve arkadaşları (2006), lidere yönelik özelliklerin çok fazla araştırma konusu olduğunu, ancak liderlik sürecini etkileyen daha geniş sosyal süreçlerin çok az sayıda bilimsel çalışmada araştırıldığını savunmaktadır. Pastor, Mayo, ve Shamir (2007) de takipçilerin kişiliklerinin, lider ile etkileşimlerinin ve içsel liderlik kuramlarının liderliğin oluşumuna ve lidere yönelik algılara etkilerinin araştırma konusu olduğu bilimsel çalışmalar yapılması konusunda çağrıda bulunmuştur.

Bu gelişmelerle paralel olarak, sosyal benlik kuramının (SBK; Tajfel & Turner, 1979) ve benlik-sınıflandırma kuramının (BSK; Turner, 1985; Turner, Hogg, Oakes, Reicher, & Wetherell, 1987) bir uzantısı olan liderliğin sosyal benlik kuramı (Hogg, 1996) takipçilerin gruba aidiyetinin liderlik sürecinde ana değişken olduğu bir model önermektedir. Hogg'un (1996) bu kuramından sonra liderlik yazını önemli kuramsal ve bilimsel çalışmalara tanık olmuştur.

Liderliğin sosyal benlik kuramının (LSBK) temel önermesi, takipçilerin grubu değerler ve normlar açısından en iyi temsil eden ve grubun en tipik üyesi olan kişiyi lider olarak benimseyeceği yönündedir (Hogg & Hains, 1996). Buna ek olarak, liderin grubun tipik özelliklerini taşımasına yönelik hassasiyetin grupla kendini büyük ölçüde özdeşleştiren ya da aidiyet hissinin yüksek olduğu takipçilerde daha yüksek olacağı önerilmektedir (Hogg, 2001; Hogg & van Knippenberg, 2003; Lord & Brown, 2004; van Knippenberg, van Knippenberg, De Cremer, & Hogg, 2004). Ancak, lider-grup benzerliği algısını etkileyen durumsal değişkenler vardır. Bunların içinde grup bağlamı, liderlik stili ve takipçilerin güdüler ve kişilik özellikleri yer almaktadır.

Lord, Brown, Harvey ve Hall (2001) liderin grubun tipik bir üyesi olarak algılanmasının hem grubun hem de yapılan işin yapısına göre değişiklik göstereceğini savunmaktadır. Örneğin, çalışan ve müşterilerle kişisel ilişkilerin çok önemli olduğu hizmet sektöründe ilişki-odaklı liderlik tipine sahip bir yöneticinin daha tipik olarak algılanması beklenir. Ancak, başarı ve işin zamanında tamamlanmasının odak noktası olduğu askeri bir bağlamda veya bir kurumun araştırma-geliştirme biriminde, iş-odaklı liderlik stiline sahip bir liderin daha tipik algılanması beklenir.

Grup ve iş özelliklerine benzer olarak, takipçilerin kültürel yönelimleri de hangi bireyi lider-grup benzerliği açısından yüksek olarak algılayacağını etkilemektedir (Chong & Thomas, 1997; Gerstner & Day, 1994; Lord et al., 2001). Örneğin, toplulukçulukta ve güç aralığında yüksek olan kültürel bağlamlarda babacan liderlik stili yaygındır ve tipik olarak kabul edilmektedir (Aycan, 2006; Erben & Güneşer, 2008; Soylu, 2011; Yukongdi, 2010). Bununla paralel olarak, toplulukçuluk eğilimi yüksek olan takipçilerin babacan liderleri kendi eğilimleri ile uyuşan bir liderlik stili sergiledikleri için lider-grup benzerliğinde yüksek olarak algılamaları beklenmektedir (Aycan, 2006; Göncü, Aycan, & Johnson, 2009; Yukongdi, 2010). Dolayısıyla, babacan liderlerin toplulukçuluk eğiliminde yüksek olan takipçilerin bireycilik eğilimine sahip takipçilere kıyasla gruba aidiyetlerini daha fazla olumlu yönde etkilemesi öngörülmektedir.

Benzer olarak, takipçilerin güdüsel eğilimleri farklı liderlik stillerini benimsemelerinde etkin olacaktır (McClelland, 1961; Murray, 1955). Örneğin, kişilerin

yakınlık kurma ihtiyaları ilifki-odaklı liderlere karřı daha olumlu tutumlar sergilemelerine yol aabilir (McClelland, 1975; Steers, 1987). O yzden bu tip bireyler babacan liderleri de iř-odaklı liderlere oranla lider-grup benzerlięinde daha yksek olarak algılama eęiliminde olabilirler. Dolayısıyla, yakınlık kurma ihtiyacı yksek olan kiřilerin babacan ve/veya ilifki-odaklı lidere sahip olmaları durumunda gruba aidiyet hislerinin iř-odaklı lidere sahip olmaları durumundan daha yksek olması beklenmektedir.

Bu alıřmanın amacı, lider-grup benzerlięi algısını yordayan deęiřkenleri ve takipilerin lider-grup benzerlięi algılarının sonularını iki farklı kuramsal model ierisinde arařtırmaktır. Ayrıca, takipilerin gruba aidiyet hislerinin bu ilifkilerdeki belirleyici rol de arařtırılmaktadır. İlk modelde, babacan, ilifki-odaklı ve iř-odaklı liderlik tiplerinin lider-grup benzerlięi algılarına ve takipilerin gruba aidiyet hislerine olan etkileri arařtırılmıřtır. Bu ilifkilerde takipilerin toplulukuluk ve bireycilik eęilimleri ile yakınlık kurma, bařarı ve onaylanma ihtiyacı eęilimlerinin belirleyici rolleri analiz edilmiřtir.

Toplulukuluk eęilimi bireycilik eęilimine oranla daha yksek olan takipilerin babacan ve/veya ilifki-odaklı liderlerle alıřmaları durumunda iř-odaklı liderlerle alıřmaları durumuna oranla lider-grup benzerlięi algılarının ve gruba aidiyet hislerinin daha yksek olacaęı onerilmektedir. Benzer řekilde, bireycilik eęiliminin toplulukuluk eęilimine oranla daha yksek olduęu takipilerin iř-odaklı liderlik stiline sahip yneticilerle alıřtıklarında babacan ve /veya ilifki-odaklı liderlik stiline sahip liderlerle

alışmaları durumuna oranla lider-grup benzerlięi algılarının ve alışma grubuna aidiyet hislerinin daha yksek olacağı tahmin edilmiştir.

Benzer şekilde, babacan ve/veya ilişki-odaklı liderlik tiplerinin takipilerin yakınlık ihtiyacının yksek olması durumunda lider-grup benzerlięi algılarına ve iş grubuna aidiyet hislerine olumlu etkisi olacağı öngörlmüştür. Babacan liderlik tipinin lider-grup benzerlięi algısı ve iş grubuna aidiyet hissine takipilerin onaylanma ihtiyacına baęlı olarak olumlu etkisi olacağı varsayılmıştır. İş-odaklı liderlik tipinin ise alışanların başarı ihtiyacı eğilimlerine baęlı olarak lider-grup benzerlięi algılarına ve iş grubuna aidiyetlerine olumlu olarak etki edeceği tahmin edilmiştir. Araştırmada yer alan ilk kuramsal modele yönelik önermeler aşağıda sunulmuştur.

Önerme 1a: Babacan ve ilişki-odaklı liderlikte yksek olarak algılanan liderler lider-grup benzerliğinde bireycilik eğilimine oranla toplulukuluk eğilimine daha yksek seviyede sahip olan takipiler arasında daha yksek olarak algılanacaktır.

Önerme 1b: Babacan ve ilişki-odaklı liderlikte yksek olarak algılanan liderler bireycilik eğilimine oranla toplulukuluk eğilimine daha yksek seviyede sahip olan takipiler arasında iş grubuna aidiyet hislerini daha olumlu etkileyecektir.

Önerme 2a: İş-odaklı liderlikte yksek olarak algılanan liderler lider-grup benzerliğinde toplulukuluk eğilimine oranla bireycilik eğilimine daha yksek seviyede sahip olan takipiler arasında daha yksek olarak algılanacaktır.

Önerme 2b: İş-odaklı liderlikte yüksek olarak algılanan liderler toplulukçuluk eğilimine oranla bireycilik eğilimine daha yüksek seviyede sahip olan takipçiler arasında iş grubuna aidiyet hislerini daha olumlu etkileyecektir.

Önerme 3a: Babacan ve ilişki-odaklı liderlikte yüksek olarak algılanan liderler lider-grup benzerliğinde yakınlık kurma ihtiyacı eğilimine yüksek seviyede sahip olan takipçiler arasında daha yüksek olarak algılanacaktır.

Önerme 3b: Babacan ve ilişki-odaklı liderlikte yüksek olarak algılanan liderler yakınlık kurma ihtiyacı eğilimine yüksek seviyede sahip olan takipçiler arasında iş grubuna aidiyet hislerini daha olumlu etkileyecektir.

Önerme 4a: İş-odaklı liderlikte yüksek olarak algılanan liderler lider-grup benzerliğinde yakınlık kurma ihtiyacı eğilimine düşük seviyede sahip olan takipçiler arasında daha yüksek olarak algılanacaktır.

Önerme 4b: İş-odaklı liderlikte yüksek olarak algılanan liderler yakınlık kurma ihtiyacı eğilimine düşük seviyede sahip olan takipçiler arasında iş grubuna aidiyet hislerini daha olumlu etkileyecektir.

Önerme 5a: Babacan liderlikte yüksek olarak algılanan liderler lider-grup benzerliğinde onaylanma ihtiyacı eğilimine yüksek seviyede sahip olan takipçiler arasında daha yüksek olarak algılanacaktır.

Önerme 5b: Babacan liderlikte yüksek olarak algılanan liderler onaylanma ihtiyacı eğilimine yüksek seviyede sahip olan takipçiler arasında iş grubuna aidiyet hislerini daha olumlu etkileyecektir.

Önerme 6a: İş-odaklı liderlikte yüksek olarak algılanan liderler lider-grup benzerliğinde başarı ihtiyacı eğilimine yüksek seviyede sahip olan takipçiler arasında daha yüksek olarak algılanacaktır.

Önerme 6b: İş-odaklı liderlikte yüksek olarak algılanan liderler başarı ihtiyacı eğilimine yüksek seviyede sahip olan takipçiler arasında iş grubuna aidiyet hislerini daha olumlu etkileyecektir.

Analiz edilen ikinci model, takipçilerin lider-grup benzerliği algılarının çalışanlara yönelik sonuçlarını ortaya çıkarmayı amaçlamıştır. Lider-grup benzerliğinin takipçiler ya da çalışanlara yönelik olumlu değişkenleri yordadığı ve bu ilişkilerde takipçilerin iş grubuna aidiyet hislerinin olumlu yönde belirleyici rol oynadığı öngörülmüştür. Takipçilere yönelik olumlu sonuç değişkenleri grup üyeliğine bağlı olan ve lidere duyulan sosyal kaynaklı yakınlık hissi ve kişisel tercih ve benzerliklerden kaynaklanan bireysel yakınlık hissini içermektedir. Bu değişkenlerin lidere yönelik etkinlik algılarını, güven duygusunu olumlu yönde; liderin olumsuz davranışlarına yapılan sorumluluk ve nedensel atıfları ise olumsuz yönde etkileyeceği öngörülmüştür. Son olarak, lidere yönelik etkinlik algılarının ve güven duygusunun çalışanların iş doyumunu ve amir tarafından değerlendirilen iş performansını olumlu yönde etkileyeceği tahmin edilmiştir. Araştırmada test edilen ikinci modele yönelik önermeler aşağıda sunulmuştur.

Önerme 7: Lider-grup benzerliği algısı ve çalışanlara yönelik olumlu değişkenler arasındaki ilişkilerde lidere duyulan sosyal ve bireysel kaynaklı yakınlık hisleri olumlu yönde aracı rol oynayacaktır.

Önerme 8: Lider-grup benzerliği algısı çalışanların olumsuz lider davranışlarına yaptıkları sorumluluk ve nedensel atıfları hem direk olarak hem de lidere duyulan sosyal ve bireysel kaynaklı yakınlık üzerindeki etkileri aracılığı ile olumsuz yönde etkileyecektir.

Önerme 9: Lider-grup benzerliği algısı ile çalışanlara yönelik olumlu sonuç değişkenleri (lidere yönelik etkinlik algısı ve güven) arasındaki ilişkilerde çalışanların gruba yönelik aidiyet hisleri olumlu yönde belirleyici olacaktır.

Önerme 10: Lidere yönelik etkinlik algısı ve güven, çalışanların iş doyumu ve amir tarafından değerlendirilen iş performansı ile olumlu yönde ilişkili olacaktır.

Yöntem

Katılımcılar ve Prosedür

Veriler, beş farklı özel sektör kurumunda ve bir kamu üniversitesinin idari birimlerinde çalışan 581 beyaz yakalı çalışandan toplanmıştır. Verilerin toplandığı özel sektör kuruluşları inşaat (N = 130), finansal ve mimari danışmanlık (N = 47), hizmet (N = 14), ve paslanmaz çelik (N = 10) sektörlerinde hizmet vermektedir. Kamu üniversitesinde altı farklı idari birimden veri toplanmıştır (N = 380). Verilerin toplandığı kurumlardaki üst düzey yöneticilerle araştırmacı bizzat iletişim kurmuş ve araştırmanın amacı ve yöntemi hakkında bilgi verilmiştir. Sonraki aşamada,

yöneticilerden onay alınması durumunda çalışmanın amacı, konusu ve yöntemi hakkında kurum çalışanları e-posta ile bilgilendirilmişlerdir. Ölçekleri içeren anketler araştırmacı tarafından çalışanlara kapalı zarflar içerisinde verilmiştir. Anketler verilirken araştırmacı çalışanları kapalı zarflarda teslim alacağı anketler için teslim tarih ve saati konusunda bilgilendirmiştir.

Çalışanlara verilen 1050 anketten 581 tanesi tamamlanmış olarak araştırmacıya teslim edilmiştir. Dolayısıyla geri dönüş oranı %54'tür. Katılım gönüllülük esasına dayanmaktadır ve katılımcılar verilerin gizliliği ve yalnızca bilimsel amaçlarla kullanılacağı konusunda bilgilendirilmiştir.

Çalışan anketleri on beş farklı ölçek ve demografik değişkenleri içeren farklı bir bölümden oluşmuştur. Demografik değişkenler cinsiyet, yaş, eğitim seviyesi, çalışılan pozisyondaki görev süresi, birinci derecedeki amir/yönetici ile çalışma süresi, çalışma saatleri açısından iş tipi (yarı zamanlı veya tam zamanlı), kontrat açısından iş tipi (kadrolu veya sözleşmeli), çalışılan sektör, birim ve kurum tipini (çok uluslu bir özel şirket, tek bir kişiye ait özel şirket, ortaklara ait özel şirket, ve diğer) içermektedir (bkz., Tablo 2.1).

Araştırmacı, ankette ismini vererek doğrudan bağlı bulunduğu yöneticiden iş performansı değerlendirmesinin alınmasına izin veren çalışanların bağlı bulundukları yöneticiler ile bireysel olarak iletişim kurmuştur (N = 173). Yönetici anketi bir iş performansı değerlendirme ölçeği ile demografik bilgilerin alındığı bölümden oluşmaktadır. 581 katılımcıdan 173 katılımcı yöneticilerinin değerlendirmesinin

Tablo 2.1 Katılımcıların demografik özellikleri

	Ortalama	SS	Aralık	N	%
Yaş	36.01	9.97	18 – 84		
Cinsiyet					
Erkek	-	-	-	294	57.1
Kadın	-	-	-	191	37.1
Eğitim Seviyesi					
İlkokul	-	-	-	26	5.0
Lise	-	-	-	117	22.7
Yüksekokul	-	-	-	72	14.0
Üniversite	-	-	-	191	37.1
Yüksek Lisans	-	-	-	56	10.3
Doktora	-	-	-	5	1.0
Görev Süresi (yıl olarak)	5.16	5.97	0.25 – 30	-	-
Amirle/Yönetici ile Çalışma					
Süresi (yıl olarak)	3.65	4.32	0.25 – 25	-	-
Sektör					
Eğitim	-	-	-	315	61.2
İnşaat	-	-	-	129	25.0
Paslanmaz Çelik	-	-	-	10	1.9
Hizmet	-	-	-	14	2.7
Danışmanlık	-	-	-	47	9.1

alınmasına izin vermiştir ($N_{\text{Kamu}} = 47$; $N_{\text{Özel}} = 126$). On dört yönetici performans değerlendirmesi yapmayı reddetmiştir. Dolayısıyla, amir tarafından değerlendirilen iş performansı verisi 159 kişi ile sınırlı kalmıştır. Araştırmanın ana değişkenleri liderlik stili, lider-grup benzerliği ve çalışanların iş grubuna aidiyet hisleri olduğundan, son

analizlerde yalnızca doğrudan bağlı bulunduğu yönetici ile en az üç aydır beraber çalışan katılımcıların verileri kullanılmıştır. Analizlerin yapıldığı ana örneklem 515 çalışan ve 159 yöneticiden oluşmaktadır.

Kullanılan Ölçüm Araçları

Lider-grup benzerliği. Lider-grup benzerliği van Knippenberg ve van Knippenberg'in (2005) beş maddeden oluşan ölçeği ve araştırmacı tarafından Türkçe olarak geliştirilen on maddelik ölçek ile ölçülmüştür. van Knippenberg ve van Knippenberg'in (2005) ölçeğinden örnek bir madde olarak "Bağlı bulunduğum yönetici iş grubumun üyelerinin tipik bir temsilcisidir" verilebilir. Araştırmacı tarafından geliştirilen maddelerden birine örnek olarak "Genel olarak, amirim bende bizden (ben ve iş grubu üyelerinden) biri olduğu izlenimi yaratmaktadır" maddesi verilebilir. Katılımcılar maddelere yönelik görüşlerini "1 = kesinlikle katılmıyorum" ve "5 = kesinlikle katılıyorum" arasında değişen 5'li Likert tipi ölçekle değerlendirmişlerdir.

Çalışanların iş grubuna aidiyet hissi. Çalışanların aidiyet hisleri Göncü ve arkadaşları (2009) tarafından modifiye edilen Mael ve Ashforth'un (1992) beş maddeden oluşan kurumsal aidiyet ölçeği ile ölçülmüştür.

Babacan liderlik. Babacan liderlik tipi Aycan'ın (2006) 21 maddelik ölçeği ile ölçülmüştür.

İlişki-odaklı ve iş-odaklı liderlik. Fleishman'ın (1953) Liderlik Düşüncesi Anketi (LDA) ile ölçülmüştür. 40 maddelik anketin 20 maddesi çalışanların ilişki-

odaklı liderlik tipine, 20 maddesi işe iş-odaklı liderlik tipine yönelik algılarını araştırmaktadır.

Toplulukçuluk/bireycilik. Triandis ve Gelfand’ın (1998) 16 maddeden oluşan ölçeği ile ölçülmüştür.

Güdüsel eğilimler. Yakınlık kurma ihtiyacı, onaylanma ihtiyacı ve başarı ihtiyacı eğilimleri Demirutku (2000) tarafından geliştirilen ve sonradan Aydın (2002) tarafından revize edilen Gösterilen İhtiyaçlar Ölçeği ile ölçülmüştür.

Lidere duyulan sosyal kaynaklı yakınlık. Araştırmacı tarafından geliştirilen 8 maddelik ölçek ile ölçülmüştür.

Lidere duyulan kişisel yakınlık. Hogg ve Hains (1996) tarafından geliştirilen üç maddelik ölçek maddeleri ile ölçülmüştür.

Lidere yönelik genel etkinlik algıları . Lidere yönelik genel etkinlik algıları çalışanların lidere yönelik etkinlik algısı ve lidere güven olarak tanımlanmıştır. *Çalışanların lidere yönelik etkinlik algısı* van Knippenberg ve van Knippenberg’in (2005) beş maddelik ölçeği ile, çalışanların lidere duyduğu güven ise İnелmen (2006) tarafından geliştirilen ve sekiz maddeden oluşan “amire güven ölçeği” ile ölçülmüştür.

Lider davranışlarına yönelik atıflar. Lider davranışlarına yönelik atıflar Fincham ve Bradbury (1992) tarafından geliştirilen İlişki Atıfları Ölçeği’nin

değiştirilmiş iki maddesi ve araştırmacı tarafından geliştirilen dört madde ile ölçülmüştür.

İş Doyumu. Çalışanların iş doyumu Kunin'in (1955) geliştirdiği tek maddelik yüz ölçeği ile ölçülmüştür.

İş performansı. Beffort ve Hattrup'un (2003) Karakurum (2005) tarafından Türkçe'ye uyarlanan ve Bilgiç ve arkadaşları (2010) tarafından revize edilen on bir maddelik iş performansı ölçeği ile ölçülmüştür.

Bulgular

Belirleyici Çoklu Regresyon Analizi (BÇRA) Sonuçları

Araştırmada yer alan değişkenlere yönelik tanımlayıcı istatistikler Tablo 3.1'de sunulmuştur.

Amirle çalışma süresi ana değişkenlerden lider-grup benzerliği ($r = -.14, p < .05$), çalışanların iş grubuna aidiyet hissi ($r = -.10, p < .05$), lidere duyulan güven ($r = -.14, p < .01$), liderin olumlu davranışlarına yapılan sorumluluk atıfları ($r = -.10, p < .05$), iş doyumu ($r = -.10, p < .05$), amir/yönetici tarafından değerlendirilen iş performansı ($r = .16, p < .05$) ve iş grubundaki kişi sayısı ($r = .14, p < .05$) ile anlamlı derecede ilişkide olduğundan tüm çoklu regresyon analizleri amirle çalışma süresi ve iş grubundaki kişi sayısı değişkenleri kontrol edilerek yapılmıştır. Belirleyici çoklu regresyon analizi sonuçları Tablo 3.3'de sunulmuştur.

Tablo 3.1 Araştırmada yer alan değişkenlere yönelik tanımlayıcı istatistikler

Değişken	Ortalama	S.S.	Min.	Maks.
Yaş	36.13	10.07	18	84
Çalışma grubundaki kişi sayısı	11.13	11.14	3	65
Yönetici ile beraber çalışma süresi (yıl olarak)	3.59	4.34	.25	25
Lider-grup benzerliği	3.33	.83	1.00	5.00
Çalışanların iş grubuna aidiyet hissi	3.83	.64	1.80	5.00
Babacan liderlik tipi*	3.31	.75	1.00	5.00
İlişki-odaklı liderlik tipi*	3.14	.75	1.17	4.83
İş-odaklı liderlik tipi*	3.49	.53	1.82	5.00
Toplulukçuluk eğilimi	4.11	.43	2.50	5.00
Bireycilik eğilimi	3.51	.56	2.00	5.00
Yakınlık kurma ihtiyacı eğilimi	4.15	.46	2.00	5.00
Onaylanma ihtiyacı eğilimi	3.38	.52	1.78	4.89
Güç sahibi olma ihtiyacı eğilimi	3.25	.68	1.00	5.00
Başarı ihtiyacı eğilimi	4.16	.51	1.00	5.00
Lidere yönelik sosyal kaynaklı yakınlık hissi	2.44	.85	1.00	4.83
Lidere yönelik kişisel yakınlık hissi	3.11	.99	1.00	5.00
Çalışanların lidere yönelik etkinlik algıları	3.64	1.03	1.00	5.00
Lidere duyulan güven	3.49	.85	1.00	5.00
Liderin olumsuz davranışları için yapılan nedensel atıflar	2.88	.83	1.00	5.00
Liderin olumsuz davranışları için yapılan sorumluluk atıfları	2.47	.92	1.00	5.00
Liderin olumlu davranışları için yapılan nedensel atıflar	3.11	.57	1.00	4.67
Liderin olumlu davranışları için yapılan sorumluluk atıfları	3.07	.67	1.00	4.83
Çalışanların iş doyumu	4.97	1.52	1.00	7.00
Doğrudan bağlı bulunan amir tarafından değerlendirilen iş performansı*	3.79	.64	1.73	4.91
Çalışanların yaptıkları iş performansı değerlendirmesi*	4.06	.50	1.00	5.00

Not. * Babacan liderlik tipi, ilişki-odaklı ve iş-odaklı liderlik tipleri, doğrudan bağlı bulunan amir tarafından değerlendirilen iş performansı ve çalışanların yaptıkları iş performansı değerlendirmeleri “1 = Hiç bir zaman” ve “5 = Her zaman” arasında değişen 5’li Likert tipi ölçek ile ölçülmüştür. İş doyumunu ölçen yüz ölçeğinde 1 ile 7 arasında değişen ölçek kullanılmıştır. Diğer tüm değişkenler “1 = Kesinlikle katılmıyorum” ve “5 = Kesinlikle katılıyorum” arasında değişen 5 aralıklı ölçek ile ölçülmüştür.

Önerme 1a’da öngörüldüğü gibi, toplulukçuluk eğilimi yüksek olan çalışanlar, babacan liderlerle çalıştıklarında liderlerini lider-grup benzerliğinde toplulukçuluk eğiliminde düşük olan katılımcılara oranla daha yüksek olarak algılama eğilimindedirler

Tablo 3.3 Çalışanların toplulukçuluk ve bireycilik eğilimlerinin ve güdusel eğilimlerinin liderlik stili ve lider-grup benzerliği ile çalışanların iş grubuna aidiyeti ilişkisindeki belirleyici rollerine yönelik BÇRA sonuçları

Bağımlı Değişken	B	St. β	T	R ²	R ² değişimi	F	F değişimi
Bağımlı Değişken: Lider-Grup Benzerliği							
1. Adım Amirle Çalışma Süresi (Kontrol Değişkeni)	-.00	-.14**	-3.19	.020		10.208**	
İş Grubundaki Kişi Sayısı (Kontrol Değişkeni)	-.00	-.06	-1.29	.023	.003	5.953*	1.683**
2. Adım Babacan Liderlik (Bağımsız Değişken)	.78	.70***	22.30***	.505	.482	173.604***	497.365***
3. Adım Toplulukçuluk (Belirleyici Değişken)	.16	.09**	2.81**	.512	.008**	133.920***	7.868**
4. Adım Babacan Lidelik x Toplulukçuluk	.15	.07**	2.31**	.517	.005**	109.107***	5.319**
Bağımlı Değişken: Lider-Grup Benzerliği							
1. Adım Amirle Çalışma Süresi (Kontrol Değişkeni)	-.00	-.14**	-3.19	.020		10.208**	
İş Grubundaki Kişi Sayısı (Kontrol Değişkeni)	-.00	-.06	-1.29	.023	.003	5.953*	1.683**
2. Adım Babacan Liderlik (Bağımsız Değişken)	.78	.70***	22.30***	.505	.482	173.604***	497.365***
3. Adım Bireycilik (Belirleyici Değişken)	.02	.01	.43	.505	.000	130.041***	.184
4. Adım Babacan Lidelik x Bireycilik	.19	.11***	3.55***	.517	.012***	108.906***	12.569***
Bağımlı Değişken: Lider-Grup Benzerliği							
1. Adım Amirle Çalışma Süresi (Kontrol Değişkeni)	-.00	-.14**	-3.19	.020		10.208**	
İş Grubundaki Kişi Sayısı (Kontrol Değişkeni)	-.00	-.06	-1.29	.023	.003	5.953*	1.683**
2. Adım İş-Odaklı Liderlik (Bağımsız Değişken)	.48	.32***	7.72***	.125	.102***	24.284***	59.585***
3. Adım Bireycilik (Belirleyici Değişken)	.04	.03	.59	.125	.001	18.277	.349
4. Adım İş-Odaklı Lidelik x Bireycilik	.20	.09*	2.15*	.133	.008*	15.654***	4.637*
Bağımlı Değişken: Çalışanların İş Grubuna Aidiyet Hissi							
1. Adım Amirle Çalışma Süresi (Kontrol Değişkeni)	-.00	-.10*	-2.28***	.010		5.184*	
İş Grubundaki Kişi Sayısı (Kontrol Değişkeni)	.00	.09	1.93	.017	.007	4.472*	3.733
2. Adım İş-Odaklı Liderlik (Bağımsız Değişken)	.34	.28***	6.58***	.094	.077***	17.660***	43.298***
3. Adım Çalışanların Yakınlık Duyma İhtiyacı (Belirleyici Değişken)	.46	.34***	8.21***	.200	.106***	31.820***	67.412***
4. Adım İş-Odaklı Lidelik x Çalışanların Yakınlık Duyma İhtiyacı	.23	.10*	2.51**	.210	.010*	26.983***	6.311*

Not. * $p < .05$, ** $p < .01$; *** $p < .001$

($\Delta R^2 = .005$, $F(1, 511) = 109.107$, $\beta = .07$, $p < .01$). İlginç olarak, analizler bireycilik eğilimi yüksek olan çalışanların da, babacan liderlerle çalıştıklarında liderlerini lider-grup benzerliğinde bireycilik eğiliminde düşük olan katılımcılara oranla daha yüksek olarak algılama eğiliminde olduklarını göstermiştir ($\Delta R^2 = .012$, $F(1, 511) = 108.906$, $\beta = .11$, $p < .001$). Ancak Önerme 1a'nın ikinci kısmında öngörülenin aksine, toplulukçuluk eğilimi yüksek olan çalışanlar, ilişki-odaklı liderlerle çalıştıklarında liderlerini lider-grup benzerliğinde toplulukçuluk eğiliminde düşük olan katılımcılara oranla daha yüksek olarak algılama eğiliminde değildirler.

Babacan ve ilişki-odaklı liderlikte yüksek olarak algılanan liderler bireycilik eğilimine oranla toplulukçuluk eğilimine daha yüksek seviyede sahip olan takipçiler arasında iş grubuna aidiyet hislerini daha olumlu etkileyeceğini öneren Önerme 1b bu örneklemde elde edilen verilerle doğrulanmamıştır. Ancak, Önerme 2a'da belirtilen ilişki-odaklı liderlikte yüksek olarak algılanan liderlerin lider-grup benzerliğinde toplulukçuluk eğilimine oranla bireycilik eğilimine daha yüksek seviyede sahip olan takipçiler arasında daha yüksek olarak algılanacağı yargısı bu veri ile doğrulanmıştır ($\Delta R^2 = .008$, $F(1, 511) = 15.654$, $\beta = .09$, $p < .05$).

İş-odaklı liderlikte yüksek olarak algılanan liderlerin toplulukçuluk eğilimine oranla bireycilik eğilimine daha yüksek seviyede sahip olan takipçiler arasında iş grubuna aidiyet hislerini daha olumlu etkileyeceğini öngören Önerme 2b doğrulanmamıştır. Aynı şekilde, babacan ve ilişki-odaklı liderlikte yüksek olarak

algılanan liderlerin lider-grup benzerliğinde yakınlık kurma ihtiyacı eğilimine yüksek seviyede sahip olan takipçiler arasında daha yüksek olarak algılanacağı hipotezi de doğrulanmamıştır. Babacan ve ilişki-odaklı liderlikte yüksek olarak algılanan liderler de yakınlık kurma ihtiyacı eğilimine yüksek seviyede sahip olan takipçiler arasında iş grubuna aidiyet hislerini daha olumlu etkilememektedir. İş-odaklı liderlikte yüksek olarak algılanan liderlerin lider-grup benzerliğinde yakınlık kurma ihtiyacı eğilimine düşük seviyede sahip olan takipçiler arasında daha yüksek olarak algılanacakları öngörüsü de doğrulanmamıştır. İş-odaklı liderlikte yüksek olarak algılanan liderlerin yakınlık kurma ihtiyacı eğiliminde düşük seviyede sahip olan takipçiler arasında yüksek seviyede sahip olanlara oranla iş grubuna aidiyet hislerini daha olumlu etkileyeceği önermesi ise tersi yönde desteklenmiştir ($\Delta R^2 = .010$, $F(1, 479) = 26.983$, $\beta = .10$, $p < .05$). İş-odaklı liderlikte yüksek olarak algılanan liderlerin yakınlık kurma ihtiyacı eğiliminde yüksek seviyede sahip olan takipçiler arasında düşük seviyede sahip olanlara oranla iş grubuna aidiyet hislerini daha olumlu etkilediği bulunmuştur.

Babacan liderlikte yüksek olarak algılanan liderlerin lider-grup benzerliğinde onaylanma ihtiyacı eğilimine yüksek seviyede sahip olan takipçiler arasında daha yüksek olarak algılanacağını öngören Önerme 5a da doğrulanmamıştır. Babacan liderlikte yüksek olarak algılanan liderlerin onaylanma ihtiyacı eğilimine yüksek seviyede sahip olan takipçiler arasında iş grubuna aidiyet hislerini daha olumlu etkileyeceği, iş-odaklı liderlikte yüksek olarak algılanan liderlerin lider-grup benzerliğinde başarı ihtiyacı eğilimine yüksek seviyede sahip olan takipçiler arasında

daha yüksek olarak algılanacakları, son olarak da iş-odaklı liderlikte yüksek olarak algılanan liderlerin başarı ihtiyacı eğilimine yüksek seviyede sahip olan takipçiler arasında iş grubuna aidiyet hislerini daha olumlu etkileyecekleri önermeleri de araştırma verileri tarafından doğrulanmamıştır.

Aracı Analizleri Sonuçları

Lider-grup benzerliği ve olumlu çalışan sonuçları arasındaki ilişkilerde yer alan aracı değişkenlerin etkileri AMOS 5.0 programı ile yapılan yol analizleri ile incelenmiştir. Sonuçlar, lider-grup benzerliğinin lidere duyulan sosyal yakınlık ile olumsuz, ancak lidere duyulan kişisel yakınlık ile olumlu ilişkide olduğunu göstermiştir. Lidere duyulan kişisel yakınlık ise lidere yönelik etkinlik algısı ve lidere duyulan güven ile olumlu ilişkilidir. Benzer şekilde, çalışanların lidere duyduğu güven, amir tarafından değerlendirilen iş performansı ile olumlu ilişkilidir. Liderlerini etkin olarak algılayan ve liderlerine ya da beraber çalıştıkları amirlere güven duyan çalışanların olumsuz lider davranışlarına yönelik yaptıkları sorumluluk ve nedensel atıfların, liderlerini etkin olarak algılamayan ve liderlerine güvenleri düşük seviyede olan çalışanlara oranla daha az olduğu da bulgular arasındadır. Son olarak, lider-grup benzerliğinin liderin olumsuz davranışları için yapılan sorumluluk ve nedensel atıflara olan olumsuz etkisi, iş grubuna aidiyet hisleri yüksek seviyede olan çalışanlar arasında daha düşük seviyede olan çalışanlara oranla daha yüksek olarak bulunmuştur. Önermelere yönelik bulgular, Tablo 3.7’de özetlenmiştir.

Tablo 3.7 Önermelere yönelik bulguların özet tablosu

Önerme	Sonuç
Önerme 1a: Babacan ve ilişki-odaklı liderlikte yüksek olarak algılanan liderler lider-grup benzerliğinde bireycilik eğilimine oranla toplulukçuluk eğilimine daha yüksek seviyede sahip olan takipçiler arasında daha yüksek olarak algılanacaktır.	~D
Önerme 1b: Babacan ve ilişki-odaklı liderlikte yüksek olarak algılanan liderler bireycilik eğilimine oranla toplulukçuluk eğilimine daha yüksek seviyede sahip olan takipçiler arasında iş grubuna aidiyet hislerini daha olumlu etkileyecektir.	-D
Önerme 2a: İş-odaklı liderlikte yüksek olarak algılanan liderler lider-grup benzerliğinde toplulukçuluk eğilimine oranla bireycilik eğilimine daha yüksek seviyede sahip olan takipçiler arasında daha yüksek olarak algılanacaktır.	D
Önerme 2b: İş-odaklı liderlikte yüksek olarak algılanan liderler toplulukçuluk eğilimine oranla bireycilik eğilimine daha yüksek seviyede sahip olan takipçiler arasında iş grubuna aidiyet hislerini daha olumlu etkileyecektir.	-D
Önerme 3a: Babacan ve ilişki-odaklı liderlikte yüksek olarak algılanan liderler lider-grup benzerliğinde yakınlık kurma ihtiyacı eğilimine yüksek seviyede sahip olan takipçiler arasında daha yüksek olarak algılanacaktır.	-D
Önerme 3b: Babacan ve ilişki-odaklı liderlikte yüksek olarak algılanan liderler yakınlık kurma ihtiyacı eğilimine yüksek seviyede sahip olan takipçiler arasında iş grubuna aidiyet hislerini daha olumlu etkileyecektir.	-D
Önerme 4a: İş-odaklı liderlikte yüksek olarak algılanan liderler lider-grup benzerliğinde yakınlık kurma ihtiyacı eğilimine düşük seviyede sahip olan takipçiler arasında daha yüksek olarak algılanacaktır.	-D
Önerme 4b: İş-odaklı liderlikte yüksek olarak algılanan liderler yakınlık kurma ihtiyacı eğilimine düşük seviyede sahip olan takipçiler arasında iş grubuna aidiyet hislerini daha olumlu etkileyecektir.	-D
Önerme 5a: Babacan liderlikte yüksek olarak algılanan liderler lider-grup benzerliğinde onaylanma ihtiyacı eğilimine yüksek seviyede sahip olan takipçiler arasında daha yüksek olarak algılanacaktır.	-D
Önerme 5b: Babacan liderlikte yüksek olarak algılanan liderler onaylanma ihtiyacı eğilimine yüksek seviyede sahip olan takipçiler arasında iş grubuna aidiyet hislerini daha olumlu etkileyecektir.	-D
Önerme 6a: İş-odaklı liderlikte yüksek olarak algılanan liderler lider-grup benzerliğinde başarı ihtiyacı eğilimine yüksek seviyede sahip olan takipçiler arasında daha yüksek olarak algılanacaktır.	-D
Önerme 6b: İş-odaklı liderlikte yüksek olarak algılanan liderler başarı ihtiyacı eğilimine yüksek seviyede sahip olan takipçiler arasında iş grubuna aidiyet hislerini daha olumlu etkileyecektir.	-D
Önerme 7: Lider-grup benzerliği algısı ve çalışanlara yönelik olumlu değişkenler arasındaki ilişkilerde lidere duyulan sosyal ve bireysel kaynaklı yakınlık hisleri olumlu yönde aracı rol oynayacaktır.	~D
Önerme 8: Lider-grup benzerliği algısı çalışanların olumsuz lider davranışlarına yaptıkları sorumluluk ve nedensel atıfları hem direk olarak hem de lidere duyulan sosyal ve bireysel kaynaklı yakınlık üzerindeki etkileri aracılığı ile olumsuz yönde etkileyecektir.	~D
Önerme 9: Lider-grup benzerliği algısı ile çalışanlara yönelik olumlu sonuç değişkenleri (lidere yönelik etkinlik algısı ve güven) arasındaki ilişkilerde çalışanların gruba yönelik aidiyet hisleri olumlu yönde belirleyici olacaktır.	~D
Önerme 10: Lidere yönelik etkinlik algısı ve güven, çalışanların iş doyumu ve amir tarafından değerlendirilen iş performansı ile olumlu yönde ilişkili olacaktır.	~D

Not. D = Tam olarak desteklendi, ~D = Kısmi olarak desteklendi, -D = Desteklenmedi.

Tartışma

Kuramsal Katkılar

Bu çalışmanın ilgili yazına en önemli katkılarında birinin, lider-grup benzerliğini yordayan değişkenleri araştırmak olduğu düşünülmektedir. Babacan, ilişki-odaklı ve iş-odaklı liderlik tiplerinin lider-grup benzerliğine olan etkileri ve bu ilişkilerde çalışanların kültürel ve güdüsel eğilimlerinin belirleyici rolleri araştırılmıştır. Liderlikte kültüre özel bir yaklaşım olan babacan liderlik ile ilişki-odaklı ve iş-odaklı liderlik gibi tüm kültürlerde var olan iki genel liderlik tipinin birarada araştırılmasının yazına önemli bir katkısı olduğu düşünülmektedir.

Çalışmanın yazına bir diğer katkısı, yazında şimdiye kadar araştırılan diğer sonuç değişkenlerinin aksine, liderin olumsuz davranışları için yapılan sorumluluk ve nedensel atıfların çalışanların lider-grup benzerliği algılarının bir sonucu olarak bağımlı değişkenler olarak araştırılmasıdır. Çalışanların lider davranışları için yaptıkları atıflar bu zamana kadar yazında yeterince yer almamıştı ve bazı araştırmacılar bu konuda çalışmalar yapılması için çağrıda bulunmuşlardı (örn., Martinko ve diğerleri, 2011; Martinko ve diğerleri, 2007). Bu çalışmanın ilgili yazına bir katkısı, çalışanların lider-grup benzerliği algılarının hem olumsuz hem de olumlu lider davranışlarına yaptıkları atıfları ve bu atıfların sonucu olarak iş doyumlarını ve amirler tarafından değerlendirilen iş performanslarını araştırmaktır. Çalışanların olumlu lider davranışları için yaptıkları sorumluluk ve nedensel atıfların iş doyumlarına anlamlı derecede etki ettiği bulunamasa

da, açıklayıcı analizler çalışanların olumsuz lider davranışları için yaptıkları sorumluluk ve nedensel atıfların iş doyumlarına anlamlı derecede etki ettiğini göstermiştir.

Uygulamaya Yönelik Önermeler

Bu çalışmanın yöneticilere yönelik olarak kurumlardaki ve/veya sosyal gruptaki uygulamalar konusunda önermeleri olacaktır. İlk olarak, babacan liderlik tipi ile çalışanların lider-grup benzerliği algıları arasındaki olumlu ilişkide çalışanların hem toplulukçuluk hem de bireycilik eğilimlerinin olumlu yönde belirleyici rol oynadığı bulgusu, babacan liderlerin sahip oldukları farklı özellikler aracılığı ile her iki eğilimde de yüksek olan çalışanlar üzerinde olumlu yönde etkili olabileceklerini göstermiştir. Örneğin, babacan liderler iş yerinde bir aile ortamı yaratma özellikleri ile toplulukçuluk eğiliminde yüksek olan çalışanlara hitap ediyor olabilirler. Çalışanlarla kişisel ilişkiler kurma ve yol gösterici liderler olma özellikleri ile de bireycilik eğiliminde yüksek olan çalışanları motive edebilirler.

Benzer olarak, iş-odaklı liderlerin özellikle bireycilik eğiliminde yüksek olan çalışanları olumlu yönde motive ettikleri ve çalışanların lider-grup benzerliği algılarını arttırdıkları görülmüştür. Özellikle Türkiye’de genç yaştaki çalışanların bireycilik eğiliminin giderek arttığı bulgusu göz önünde bulundurulduğunda (örn., Aycan ve diğerleri., 2000), bu bulgu genç yaştaki çalışanların yöneticilerine yönelik önemli bir bulgudur. Bu bağlamda, kurumlardaki lider ve/veya yöneticilerin çalışanların baskın

ve/veya yaygın kültürel eğilimleri konusunda hassasiyet ve farkındalık göstermeleri önerilmektedir.

Çalışanların lider-grup benzerliği algıları ile lidere yönelik etkinlik algıları, lidere duydukları güven, iş doyumları ve liderin olumsuz davranışları için yaptıkları düşük derecede sorumluluk ve nedensel atıflar aralarındaki güçlü ilişkiler göz önüne alındığında çalışanların amir ve/veya liderlerini kendilerinden biri ve ait oldukları iş gruplarının tipik bir temsilcisi olarak gördükleri zaman hem lideri daha çok benimsediklerine hem de sahip oldukları işe yönelik tutumlarının daha olumlu olduğuna işaret etmektedir. Bu bulgunun diğer iki önemli önermesi de olacaktır. Birinci olarak, hem sosyal içerikli (örn., siyasi partiler ve/veya sivil toplum kuruluşları) hem de kar amaçlı kurumlarda (örn., işyerleri, özel ve/veya kamu sektörlerinde çalışan kurumlar) lider ve/veya yöneticileri dışarıdan atamak yerine, çalışma grubunun içerisinde yetiştirme ve atamanın önemi görülmektedir. Lideri ve/veya yöneticiyi çalışma grubunun içinden atayarak, takipçilerin lideri sahiplenme ve güven duyguları arttırılabilir. İkinci olarak, bu uygulamayı sağlıklı yapabilmek ve çalışma grubu içerisinde yönetici ve/veya lider pozisyonu için en uygun kişiyi atayabilmek için kurumlardaki yöneticilerin lider yetiştirmeye yönelik olarak etkin ve bilimsel bazlı eğitimlere ağırlık vermeleri gerekmektedir.

Yöntemsel Açıdan Güçlü Yönler, Sınırlılıklar ve Gelecekteki Araştırmalara

Yönelik Önermeler

Bu araştırmanın yöntem açısından güçlü yönlerinden biri olarak çalışanların iş performansına yönelik verilerin doğrudan bağlı bulunulan amirlerden alınması gösterilebilir. Bu şekildeki bir araştırma yöntemi, çalışanların kendi iş performanslarını başkalarından daha olumlu yönde değerlendirme eğilimleri olduğu göz önünde bulundurulduğunda, daha gerçekçi ve sağlıklı verilere ulaşılmasını sağlamaktadır (örn., Martinko ve diğerleri, 2009). Araştırmada çalışanlardan da kendi iş performanslarına yönelik değerlendirmeler alınmış ve Tablo 3.1’de görülebileceği gibi, doğrudan bağlı bulundukları yöneticilerin yaptığı performans değerlendirmelerine oranla bu değerlendirmelerin daha yüksek ortalamalara sahip oldukları görülmüştür.

Bunun yanında, bazı ölçekler ilk kez Türkçe diline çevirilmiş ve sayı olarak az olmakla beraber bazı değişkenlere yönelik ölçekler ilk kez Türkçe olarak geliştirilmiştir. Örneğin, çalışanların lidere ve/veya yöneticiye duyduğu sosyal kaynaklı ve/veya aynı grubun üyesi olmaktan kaynaklanan yakınlık ölçeği ilk kez ve Türkçe olarak geliştirilmiştir. Lider-grup benzerliği algısı kavramı için de van Knippenberg ve van Knippenberg’in (2005) beş maddeden oluşan ölçeğine ek olarak Türkçe maddeler geliştirilmiştir. Faktör analizi ve iç tutatlılık analizleri, araştırmacı tarafından geliştirilen maddelerin van Knippenberg ve van Knippenberg’in (2005) ölçek maddelerinden daha güvenilir ve tutarlı olduğunu göstermiştir. Çalışanların liderin hem olumlu hem de olumsuz davranışlarına yaptıkları atıflar da yazında ilk kez ölçülmüş ve bu atıfların

alışanlarla ilgili diğerk önemli deęişkenlere (örn., iş doyumu) olan etkileri araştırılmıştır.

Son olarak alışma, göreceli olarak yüksek sayıda örnekleme ulaşmayı başarmıştır. Ayrıca, hem özel sektör hem de kamu sektöründe yer alan alışanlardan veri toplanmasının da bulguların geçerlilik ve güvenilirliğini arttırmış olduğu söylenebilir.

Ancak bu araştırmada da yöntemsel açıdan bazı sınırlılıklar bulunmaktadır. Birinci olarak, doğrudan baęlı bulunan amirden alınan iş performansı dışındaki tüm deęişkenlere ait veriler alışanların kendilerinden alınmıştır. Dolayısıyla, aynı kaynaktan veri alınması deęişkenlerin daha olumlu yönde ilişkili olarak bulunmasına yol açmış olabilir. Gelecekte yapılacak araştırmalarda liderlik tipi ve liderlik algılarına yönelik diğerk deęişkenlere ait verilerin liderin ve/veya yöneticinin kendisinden alınması düşünülebilir (Ayman, Karabık, & Morris, 2009). Bu önermeye uygun olarak, Ayman ve arkadaşları (2009) liderlerin kendi yönetim ve/veya liderlik stilleri konusunda alışan ve/veya takipçilerinden daha fazla farkındalık gösterdiklerini savunmuştur.

Diğerk bir sınırlılık, lidere duyulan sosyal kaynaklı yakınlığın ölçüm yöntemi ve kavramsal geçerlilięi ile ilgilidir. Daha önce belirtildięi gibi, lidere duyulan sosyal kaynaklı yakınlık yazında henüz bu kavramı ölçen bir ölçüm aracı bulunamadıęından araştırmacı tarafından geliştirilen maddeler ile ölçülmüştür. Her ne kadar geliştirilen maddeler Hogg'un (2001) bu kavram için yaptığı tanım doğrultusunda geliştirilmiş olsa da, özellikle araştırmada yer alan örneklemdaki katılımcılar tarafından bu kavram lidere

duyulan kişisel yakınlığın tam tersi olarak algılanmış olabilir. Nitekim, sosyal kaynaklı yakınlık için geliştirilen ve ters yönde kodlanan maddelerden birinin faktör analizlerinde kişisel yakınlık ölçeğinin maddeleri ile beraber gruplandığı görülmüştür. İleride yapılacak olan çalışmalarda lidere duyulan sosyal kaynaklı ve/veya aynı gruba mensup olmaktan kaynaklanan yakınlık kavramı betimleyici yöntemlerle araştırılabilir. Böyle bir yaklaşım, kavramın bireyler için ne ifade ettiği ve lidere duyulan kişisel yakınlıktan hangi yönlerde ayrıldığı konularında araştırmacılara ve yazına ışık tutacaktır.

İleride yapılacak çalışmalar için bir diğer öneri, özellikle babacan liderliğin çalışanlara yönelik olumlu sonuçlarla ilişkilerinde bu araştırmada yer alan çalışanların toplulukçuluk eğilimi dışındaki kültürel eğilimlerin belirleyici rolünün araştırılmasıdır. Bu eğilimlerin başında da, babacan liderliğin olumlu yönde ilişkili olduğu bilinen güç aralığı eğilimi gelmektedir (Yukongdi, 2010). Gelecek çalışmalar için son bir öneri, babacan liderliğin farklı özelliklerinin (iş yerinde aile ortamı yaratma, çalışanların özel hayatları ile ilgilenme, çalışanlarla birebir ilgilenme, sadakat beklentisi ve statü farkını koruma) çalışanlar üzerindeki etkilerinin ayrı ayrı araştırılması olacaktır. Örnek vermek gerekirse, Soylu (2011) Türkiye’de yaptığı bir çalışmada babacan liderliğin iş yerinde aile ortamı yaratma, çalışanların özel hayatları ile ilgilenme ve çalışanlarla birebir ilgilenme özelliklerinin çalışanların iş yerinde zorbalık davranışları göstermeleri ile olumsuz; ancak sadakat beklentisi ve statü farkını koruma özelliklerinin çalışanların bu davranışları ile olumlu yönde ilişkili olduğunu bulmuştur. Bu yüzden, babacan liderlik

tipini tanımlayan farklı özelliklerin çalışanlara yönelik etkilerinin birbirlerinden bağımsız olarak araştırılması ve analiz edilmesi ilgili yazına katkıda bulunabilir.