

LEADER-MEMBER EXCHANGE AND TURNOVER INTENTION OF WHITE-  
COLLAR EMPLOYEES: A MODERATED MEDIATION MODEL

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## **ABSTRACT**

### **LEADER-MEMBER EXCHANGE AND TURNOVER INTENTION OF WHITE-COLLAR EMPLOYEES: A MODERATED MEDIATION MODEL**

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According to Leader Member Exchange Theory (LMX), the quality of the relationship between leader and member predicts several outcomes in individual, group, and organizational levels such as job satisfaction, job performance, turnover and organizational commitment. Present study examined the relationship between LMX and turnover intention and also mediating effect of work alienation in this relationship. Also, considering the fact that quality of the relationship with leader would mean more for some employees, negative affectivity was added to the model and moderator effect of negative affectivity on LMX – alienation relationship and on the mediating role of alienation between LMX-turnover intention relationship were assessed. The study was conducted with 300 white collar employees and findings of the study confirmed the proposed relationship. Based on the results, it was found that LMX and work alienation predicts turnover intention of employees and also alienation had mediating effect on these relationships. Also, these relationships were not same for everyone, negative affectivity indicated a moderating effect on both LMX-alienation and mediating role of alienation.

**Keywords:** Leader Member Exchange, Work Alienation, Turnover Intention, Negative Affectivity

## ÖZ

### BEYAZ YAKA ÇALIŞANLARDA LİDER ÜYE ETKİLEŞİMİ VE İŞTEN AYRILMA NİYETİ İLİŞKİSİ: MODERATÖRLÜ ARACILIK MODELİ (Moderated Mediation Model)

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Lider-Üye Etkileşimi teorisine göre, çalışan ve yönetici arasındaki ilişkinin kalitesi bireysel ve örgütsel anlamda iş tatmini, iş performansı, işten ayrılma ya da örgütsel bağlılık gibi bir çok sonucun yordayıcısıdır. Bu çalışmada ise lider-üye arasındaki ilişki kalitesinin işten ayrılma niyeti ile ilişkisi ve bu ilişkide işe yabancılaşmanın aracı rolü test edilmiştir. Aynı zamanda, yönetici ile kurulan ilişki ve yöneticilerin davranışlarının bazı çalışanlar için daha fazla anlam ifade edebileceği görüşü ile çalışanların negatif duygulanım seviyeleri de düzenleyici değişken olarak analizlere dahil edilmiştir. Kurumsal bir şirkette 300 beyaz yakalı çalışan ile yapılan bu çalışmanın sonuçları, çalışma hipotezlerini doğrular niteliktedir. Buna göre; yönetici ile üye arasındaki ilişki kalitesi ve yabancılaşma ayrı ayrı işten ayrılma niyetini yordamaktadır. İlave olarak, lider üye etkileşimi ile işten ayrılma niyeti arasındaki ilişkide, işe yabancılaşma aracı rol üstlenmektedir. Son olarak negatif duygulanımın derecesi hem lider üye etkileşimi – işe yabancılaşma ilişkisinde hem de işe yabancılaşmanın aracı rolünde düzenleyici etkisi bulunmaktadır.

**Anahtar Kelimeler:** Lider Üye Etkileşimi, İşe Yabancılaşma, İşten Ayrılma Niyeti, Negatif Duygulanım

*To My Lovely Family...*



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## CHAPTER 1

### INTRODUCTION

Reaching talented employees and selecting them for the right positions in an organization is very important issue for the competitiveness of the organizations. However, another thing which is as important as selecting right individuals with high potential is to be able to retain them within the organization. At this point, it is essential for the organizations to decrease the possibility of turnover. Researchers have shown that the one of the most significant predictor of turnover behavior is turnover intention (Griffeth, Hom & Gaertner, 2000). Tett & Meyer (1993) in their meta-analysis study found that the most significant predictor of turnover is the intent to leave the job ( $r=.45$ ,  $p<.05$ ) followed by organizational commitment and job satisfaction. Since turnover intention is a significant predictor of turnover behavior, it is necessary to find the factors leading to intent to leave the organization. In the study of Chang, Wang & Huang (2013), it was found that job characteristics, age, tenure, similarity with co-workers, compensation fairness, leadership styles and relationship with co-workers have negative effects on turnover intention of employees. In the meta-analysis regarding organizational commitment, withdrawal cognition, turnover intention and turnover are examined as consequences of organizational commitment. Furthermore, it was found that all three types of organizational commitment (affective commitment, normative commitment, continuance commitment) were negatively correlated with withdrawal cognitions, turnover intention and turnover. Correlations were found as -.51, -.39, -.17 for affective, normative and continuance commitment, respectively (Meyer, Stanley, Herscovitch & Topolnytsky, 2002).

In addition to the above mentioned factors, feeling alienated from the job environment or job itself is also found to have significant positive relationship with turnover intention of employees since they have no feelings of belonging and no reason to stay within the organization (Chiaburu, Thundiyil & Wang, 2014; Golden, Veiga & Dino, 2008). In a study including samples from different occupational groups (banking sector, call-center agency, and clinic hospital employees), job satisfaction and organizational identification are found to be negatively correlated with turnover

intention. Results are analyzed separately for samples, and correlations were between -.41 and -.72 for job satisfaction and turnover intention relationship; between -.30 and -.70 for organizational identification (Van Dick et al., 2004). Other than these factors, Leader- Member Exchange (LMX) quality is studied in the literature in terms of both actual turnover and intention to quit. For example, Graen, Liden and Hoel (1982), found that LMX is a significant predictor of turnover. ( $r = -.44, p < .01$ ). Also, it is stated that behavioral exchange between leader and member is an important issue in turnover decision process since members, reporting that they have low quality exchange with their leader by communicating as part of their job obligations, are more inclined to leave the organization. In a meta-analysis, Gerstner and Day (1997) found that the effect size of LMX quality and turnover intention relationship as .31. Later, in the meta-analysis of Griffeth et al. (2000), findings indicated the negative relationship between LMX quality and turnover ( $r = -.23, p < .01$ ). Results for the turnover intention are similar to actual turnover behavior.

There are vast amount of study that examines the concept of intention to leave and its antecedents and consequences. Rather than actual turnover behavior, it is preferred to study turnover intention by the researchers because it is seen as more convenient to collect and easy to gather from employees who have already working if it is thought that turnover rate can be low for some companies to reach enough representative sample (Coverdale & Terborg, 1980). Also, there can be different reasons for participants not to quit their job such as financial reasons, psychological costs but employees may have intention to leave. To detect these employees who are unpleasant with their job but unable to quit, it is preferred to study intention to leave which is found to be most significant predictor of turnover behavior (Griffeth, Hom & Gaertner, 2000; Tett & Meyer, 1993).

The purpose of present study is to investigate the relationship between LMX and turnover intentions of employees and whether workplace alienation has a mediating effect on this relationship. Moreover, this study is aimed at examining whether LMX quality is more effective on rising of alienation feelings of some employees who has high negative affectivity levels.

Contribution of this study to literature can be summarized in two parts. Firstly, although there are studies in the literature that supports LMX – turnover intention



relationship, present study will focus on work alienation as mediator in this relationship. Second, negative affectivity of employees will be taken into account as the moderator of the leader member exchange and work alienation relationship. Thus, results will show that whether some employees are more inclined to feel alienated at work.

## **1.1. Theoretical Background and Hypothesis**

### **1.1.1. Leader Member Exchange Theory**

Leadership is a popular topic that is examined by the researchers for years so there are lots of definitions, models and theories about it. It is a very broad topic that appealing to different research fields such as management, sociology, social psychology. The broadest definition of leadership can be a person's ability to make people follow him/her for the defined goals and aims (Robbins & Judge, 2014). A good leader has an ability to influence the people around them so that he/she can drive them for the set of goals.

Through the years, theories developed for the leadership has changed. In the early theories of leadership, leadership is thought as a single style that is implemented to every group or every subordinate in a same way in their organizations. These traditional approaches can be classified as trait approach (Stogdill, 1948), behavioral approach (Fleishman, Harris & Burt, 1955), and contingency theories (Fiedler, 1967) as cited in popular text books such as Jex and Britt (2014).

Trait approaches to leadership support the belief that there are some psychological and personal characteristics that creates difference between leaders and non-leaders. Therefore, studies on this approach searched for certain traits and characteristics that make someone a leader. Reviews at the early stages of trait approach found nearly eighty characteristics exist in a leader however common characteristics between studies were around four or five which makes it difficult to have a list of proper leader characteristics. After Big Five Personality traits have taken into account more comprehensive finding has been reached. Extraversion was found to be the core trait for an effective leader. Conscientiousness and openness to experiences were also moderately linked to effective leader traits. Following that it is thought that traits are not enough to explain leadership since it is hard to have a list of

required traits for leadership. Therefore, behavioral aspect of leadership began to be studied. Behavioral theories suggests that there are appropriate behaviors for the leaders which make leadership issue more trainable and improvable compared to trait theories. Two well-known studies from the Michigan University and Ohio State University summarized these behaviors in two dimensions as production centered/employee centered (The University of Michigan Leadership Studies) and initiating structure/consideration (The Ohio State University Leadership Studies). When it has seen that both traits of the leaders and the way they behave are not to explain their effectiveness, contingency theories has emerged. Contingency theories propose that there is no one exact trait or behavior to be an effective leader because leaders are dependent to the situations they encountered. Which trait, behavior or style of leadership will be the best depends on the circumstances at that time. Fiedler Contingency Model and House's Path-Goal Theory are known two theories that describe how leaders should adapt themselves according to the situation (Champoux, 2011; Robbins & Judge, 2014).

As modern leadership theories developed, Leader Member Exchange Theory (LMX) has emerged as focusing on the social exchange between leaders and their subordinates. At first, it is assumed that over the time dyadic relationship develops between leaders and subordinate with the help of several interactions and based on these dyadic relationship leaders have different type of relationship with this subordinate. Based on this definition, in earlier studies it is called "vertical dyadic linkage" by the researchers and turned into leader-member exchange theory through the studies in this field (Kim & Carlson., 2010).

First, this theory is named as "vertical dyadic linkage" by Graen, Danserau and Minami (1972) since they evaluated the theory as "dyads" consisting of subordinate and supervisor and also "vertical"; since supervisors are at the upper levels in the organization so relationship develops vertically. From VDL perspective, theory is viewed as subordinates' being in-group or out-group of the supervisor. Following that, LMX is introduced by Graen & Cashman (1975). Not only the name but also construct has started to change from dyads to multi-level.

Gerstner and Day (1997) pointed out that Graen and colleagues are the first who studied LMX by distinguishing the theory from traditional leadership theories. They

further suggested that within leadership theories, LMX has different perspective by focusing on the dyadic relationship between leader and the member while other leadership theories are focusing on personal characteristics and traits, behaviors or situations. First, Graen proposed that LMX is a uni-dimensional construct grounded on the role theory (1976). Subordinates are tested and evaluated by the leader with different work assignments. Evaluation of subordinates based on work assignments help to build trust and competence. As a result, LMX relationship is formed and more responsibility, autonomy, challenging tasks are given to subordinate (Graen & Scandura, 1987). These views indicate that in early development of the theory, it is seen as unidimensional construct developing based on subordinate-supervisor behaviors related to work assignments.

In their review concerning the development process of LMX theory, Graen and Uhl-Bien (1995) proposed that four stages exist at the development of leader member exchange theory: Discovery of Differentiated Dyads, Focus on the Relationship and its Outcomes, Description of Dyadic Partnership Building, Expansion of Dyadic Partnership to Group and Network levels. First stage begins with work socialization which includes “discovery of differentiated dyads”. Longitudinal studies have shown that there is no average leadership style; different relationships in terms of quality and exchange develop between leaders and their followers. For the same leader, while some subordinates reporting “high quality exchange” full of with trust and working beyond their job descriptions; some subordinates have reported low trust and exchange with their leader and just worked as their job description required. At this stage, it is discovered that leader behavior changes based on the relationship with the follower.

At the second stage in which focus is on “relationship quality and its outcomes”, characteristics of the LMX relationship such as communication frequency, characteristics of followers, interactive communication pattern and more. Effects of this differential relationship on organizational outcomes are discovered as job satisfaction, performance, turnover, organizational citizenship behavior etc. The second stage findings can be summarized in two dimensions. First, it is provided that characteristics of the leaders and members affect the development of LMX and development of LMX process is analyzed. Second, it is found that if high quality LMX would be formed, it has positive outcomes for employees, leaders, work groups and so

organizations. Third stage is about building dyadic partnerships which is beyond the in-group and out-group member issue. With this stage, focus of the theory turned into training and improving leaders so that they may have high quality exchange with all of their subordinates. It is suggested that since having high quality relationship brings beneficial outcomes both for subordinates and organizations, leaders should be trained and encouraged to be able to build high quality exchange relationships not only with selected members but also other members of the work group. The fourth stage of the LMX theory is named as “Expansion of Dyadic Partnership to Group and Network levels”. At this stage, scope of the theory expands from dyad relationships to group and network levels which is more systematic perspective. Stage four is seen as a work in progress since there are little empirical studies that prove LMX quality’s effect on organizational functioning (Graen & Uhl-Bien, 1995).

In addition to Graen & Uhl-Bien explanations about the development of LMX theory, multidimensionality of LMX was also discussed in LMX literature. For example, Dienesch & Liden (1986) argued that it is not enough to explain the leader-member interaction in one dimension as being in in-group/out-group. Therefore, they proposed that LMX has various dimensions based on the role theory and also social exchange theory (Liden & Maslyn, 1998). As mentioned before in the early development of the LMX, role theory is accepted as underlying construct of LMX (Graen, 1976). To exemplify, some employees may be more task-focused, some of them give more importance to the social interactions, or even some of them could be competent in both. Same is true for the leaders. They may be more directive, supervising, or resource allocator. It can be understood that both leaders and members have multiple roles so LMX should be multidimensional construct. Moreover, social exchange theory which is found to be highly related to LMX suggests that exchange between leader and follower occurs in multiple ways within the organizations (Liden, Sparrowe & Wayne 1997; Liden & Maslyn, 1998). Social exchanges between leader and member lead to increased obligation and trust. As the amount of social exchanges between leader and member increases, the quality of the exchange relationship would be stronger (Greguras & Ford, 2006).

As a result of these views, multidimensionality of LMX is formed with three dimensions as perceived contribution, affect, and loyalty by Dienesch and Liden

(1986). They described these three dimensions as “currencies of exchange” meaning that contribution, loyalty and affect are brought by both leaders and followers to their dyadic relationship. Perceived contribution is explained as “perception of the amount, direction, and quality of work-oriented activity each member puts forth toward the mutual goals (explicit or implicit) of the dyad” (p.624). Each member’s work related performance is evaluated by leader by assigning tasks and if member can influence the leader by putting good effort, high quality exchange between leader and member may be formed (Liden & Maslyn, 1998). Loyalty dimension is explained as related to leader and members’ support for each other in terms of actions, goals and characteristics. Both leader and member becomes “good team player” for each other and it seems critical to form and maintain high quality LMX relationship. Affect dimension of LMX is described as leader and member’s mutual affection for each other. In this dimension, interpersonal attraction becomes more effective than professional values so intensity and degree of interaction between leader and member determined by this dimension. Because of the interpersonal attraction, more friendly work environment is formed within this dyad (Dienesch & Liden, 1986; Liden & Maslyn, 1998). Although Dienesch & Liden (1986) described three sub-dimensions of LMX, they pointed out that these are initial findings in terms of multidimensionality of LMX and additional dimensions could be reached.

Following that, Liden and Maslyn defined LMX as the perception of the quality of the social exchange relationship between an organizational member and her or his direct supervisor or leader (1998). They suggested that LMX is multidimensional construct with the aim of better understanding of the construct and its link with the organizational outcomes. There can be different reasons to develop high quality exchange with the leader and it creates different levels of variability in the relationship degree which is more than low and high exchange. To measure the multidimensionality of LMX, they developed a scale and reached supportive findings. As a result of their studies, they found support for three dimensions of LMX which are contribution, loyalty and affect which are mentioned above and also Liden and Maslyn added “professional respect” to these three dimensions.

Professional respect is described by Liden and Maslyn (1998) as “the perception of the degree to which each member of the dyad had built a reputation, within and/or

outside the organization, of excelling at his or her line of work” (p. 50). Professional respect dimension explains that although they have not met individually, being professionally respected, well-known person may lead to high quality exchange within the members of dyadic leader-member relationship (Liden & Maslyn, 1998). Leaders and members ask for advice of each other or reveal appreciation and admiration to the third parties out of the dyadic relationship which can be seen as indicators of professional respect dimension (Liden, Sparrowe & Wayne, 1997). Therefore, by examining the different dimensions of the LMX concept, exchange relationship and process of building dyadic relationship could be assessed deeply (Liden & Maslyn, 1998).

As it is mentioned above, according to LMX theory leaders may differentiate in their leadership style based on the quality of the relationship with their subordinates. Effective leadership processes develops between the leader and the subordinate who are able to constitute mature relationship that can be defined as partnership. As a result of this partnership, followers who may improve this partnership with the leader may have more benefits and gains from that effective leadership process. The difference resulting from level of relationship is reflected as “in group-out group” in the study of Graen & Cashman (1975) or “employees with high quality LMX and low quality LMX (Graen & Uhl-Bien, 1995). For example, subordinates who have high performance, easy communication with leader, taking responsibility become “in-group” members of the leader and their relationship is based on affectivity and loyalty dimensions of LMX, independent of the obligations caused by job (Danserau, Graen & Haga, 1975; Flickinger, Allscher & Fiedler, 2016; Jex & Britt, 2014). High quality of LMX with a leader encourages members to put more effort and express loyalty to their leader which, in turn, leads to increased contribution to the goals of work group and, of course, the leader. As a result, members having high quality LMX with their leader benefit more from the resources allocated by leader and they receive more social support, encouragement and reward (Schriesheim, Castro, Zhou & Yammarino, 2001).

In the case of low LMX quality, leader and member develops more formal relationship. They cannot develop dialogue with the leader more than normal expectations, and they may not take responsibilities out of their job descriptions required. Therefore, they benefit less from the resources that is allocated by their leader

(Schriesheim, Castro, Zhou & Yammarino, 2001). For employees having low quality LMX, their relationship with the leader becomes less supportive for them and their dialogue seen as an obligation required by professional work life and do not move beyond the employment requirements (Liden, Sparrowe & Wayne, 1997; Flickenger et al., 2016).

It is not clear the way how a leader choose from the subordinate as his/her in-group or out-group, there are studies pointing out that in-group members have similar demographic, attitudinal, and personality characteristics to their leader than out-group members. Also, leaders and members of the same gender are able to form higher LMX relationships than different genders (Robbins & Judge, 2014). Another study researching the variables associated with the quality of the relationship found that perceived similarity between leader and subordinate, competence of subordinate, interpersonal attraction could be related to LMX quality (Jex & Britt, 2014).

The quality of LMX has effect on the individual and organizational level outcomes. Outcomes of high quality LMX relationship are found as increased job satisfaction, organizational commitment, enhanced subordinate performance, organizational citizenship behaviors, and decreased employee turnover (Gerstner and Day, 1997). Review of the Liden et al. (1997) point out that LMX has an effect on the positive attitudes and perceptions such as organizational commitment, job satisfaction, leader support, organizational citizenship behavior, innovation, organizational communication, and performance and negative concept as turnover intentions. Study of Golden & Veiga (2008) showed that superior-subordinate relationship determines job satisfaction, organizational commitment and job performance of employees working virtually in a high-tech firm.

Based on the literature, in the current study, it is hypothesized that turnover intention, job satisfaction and organizational commitment are significant outcomes of LMX quality and these relationships are mediated by work alienation. There are studies in the literature about effects of leadership styles on work alienation feelings of the employee. Supportive leadership (Fiedler, 1996; House & Mitchell, 194) and individual consideration (Judge, Piccolo & Ilies, 2004) were found to have influence on subordinate alienation, employee participation, and conflict resolution. It is suggested that studied leadership styles result in providing benefits and

emotional/instrumental resources to members and also reducing role ambiguity. Therefore, member's alienation feelings may diminish (Chiaburu, Thundiyil, & Wang, 2014). Although, LMX is also related to allocation of resources to members, assigning roles and tasks to members, and giving responsibilities based on quality of the exchange with the member, work alienation was not examined in terms of LMX theory. Therefore, it is expected to fill this gap in the literature by examining LMX with work alienation and to see whether reduction of work alienation is manageable from the LMX point of view.

### **1.1.2. Work Alienation**

Alienation is a concept that is examined from different perspectives in various fields such as psychology and its branches, sociology, philosophy and psychiatry (Nair & Vohra, 2009). Therefore, many definitions of alienation exist in the literature. Although workplace alienation is this study's main topic, it is better to start with the development of alienation concept.

According to Nair and Vohra (2009), Karl Marx definition of alienation is more related to work environment and organizations; and alienation was defined as the separation of workers from ownership and employees' externalization of the work rising from the lack of autonomy at work. Marx explains the alienation in four dimensions as alienation of worker to his own labor, alienation from the work/production processes, alienation from nature, and self-estrangement.

Fromm (1955) defines alienation as an issue of modern society and states that it covers the relationship of individuals to his work, to the things he consumes, to the state, to his fellow man, and to himself. As an employee, workers may not have the active role since they don't have a responsibility. They are expected to show a proper performance for a small part of whole work and they only work in order to make living. Nothing more is expected of them or wanted from them. They carry out certain duties at work but they cannot participate in the organization or management of their own work. Fromm (1955) also points out that as a result of these situations countered at work, employees may show two reactions which are laziness and hostility toward work and everything and everybody connected with it unconsciously.



Seeman (1959) viewed alienation as an individual psychological state and studied alienation as a social-psychological issue. Seeman (1959) provided an analytical research to determine conditions that produce five dimensions of alienation and their behavioral consequences that will be discussed in details through this study.

From organizational perspective, Kanungo explained alienation as psychological state of estrangement from work which is a definition in line with the Karl Marx (Kanungo, 1982). According to Kanungo (1992), alienation is “form of sickness that can, and should, be avoided” (p.414). Alienated workers feels cognitively separated from their job, they experience negative feelings and frustration caused by perceived failures at work and they behave in a disinterested way about their job (Kanungo, 1992). Work becomes an external factor for the individuals so that they don’t internalize their jobs. Therefore, it is also seen as an issue of job involvement by some researchers (Organ & Greene, 1981).

As mentioned before a detailed study about alienation was presented by Seeman and he argued that it is a multidimensional concept which cannot be explained in one definition so he defined alienation as five sub-dimensions: powerlessness, meaninglessness, anomaly (normlessness), social isolation and self-estrangement (Seeman, 1959). Following the study of Seeman, Mottaz (1981) evaluated three dimensions as work-related which are powerlessness, meaninglessness and self-estrangement and the other two dimensions as environmental factors at work that leads to alienation. In studies stating that work alienation as a multidimensional concept, Seeman’s dimensions have taken as basis with some arrangements like mentioned in the Mottaz’s approach (1981). Therefore, to review the work alienation concept, five sub-dimensions are explained below.

**Powerlessness:** Employees who have low control on their job and feel that their behaviors will not be effective for the outcomes perceive themselves as powerless. Lack of job autonomy and not participating in decision making processes may lead to this feeling. Employees perceive that they don’t have any power to determine their lives, people with higher status will direct them (Blauner, 1964). According to this dimension of alienation, employees who feel that they have no control over their own actions, experiences powerlessness. Because of this feeling, they believed they cannot

handle with the people or procedures that exert control and check on them. Thus, they behave with this powerlessness feeling (Seeman, 1959).

**Meaninglessness:** According to Seeman (1959), high alienation resulted from meaninglessness can be described as “when the individual is unclear as to what he ought to believe-when the individual's minimal standards for clarity in decision-making are not met” (p.786). Employees may not be able to detect the right or wrong, he/she cannot know what to believe and what to follow (Seeman, 1959). In addition to this definition, Mottaz (1981) viewed meaninglessness as employees’ not knowing his/her role and function for organization. This situation may occur when individuals do not know the importance and contribution of their job for the desired outcomes. They see their role as unimportant. Also, jobs that are monotonous and unchallenging may create this feeling. It also contributes to the self-estrangement dimension (Sarros, Tanewski, Winter & Santora, 2002).

**Normlessness:** Individuals who cannot integrate themselves with the social rules and norms may engage in behaviors out of rule. They find these rules as meaningless so they find no reason to obey. According to Seeman (1959), normlessness is the loss of the effect of rules, and believing the necessity of actions out of rule to achieve the objectives, if necessary. Underlying reasons of this dimension may be the lack of commitment to leaders, unreliable relationships with others (Merton, 1968).

**Social Isolation:** Seeman (1959) defined isolation as “the purposes and beliefs highly valued by the community do not make sense for the individual”. Individuals isolate themselves not only from their coworkers, peers, subordinates or leaders but also organizational goals. Employees lose their ability to interact with each other and communicational problems arise. In this dimension, studies show the effect of leaders and leadership styles to reduce the possibility of social isolation (Chiaburu et al. 2014). Mottaz see this dimension as an indirect factor to alienation since it may result from environmental factors other than job related (1981).

**Self- estrangement:** According to Seeman (1959) self-estrangement is “inability of the individual to find self-rewarding activities that engage him” (p.790) and exemplifies self-estrangement as “the worker who works merely for his salary, the housewife who cooks simply to get it over with, or the other-directed type who acts "only for its effect on others"-all these (at different levels, again) are instances of self-

estrangement” (p.790). It is a situation where the individuals may not meet their expectations with the job they performed. Therefore, they find their job as boring and do not like their job. Employees see their job as a tool to achieve a certain objective; they lose the intrinsic motivation and see their job as compulsory duty (Mottaz, 1981). Outcomes of self-estrangement can be seen as lack of creativity, unwillingness to develop in terms of job related issues, lack of engaging in new tasks to show their abilities (Yang, Yang, & Kawachi, 2001). These outcomes may be the reason why individuals may think of leaving the organization.

In a meta-analysis, role conflict, role ambiguity, centralization, high authority and hierarchy are positively related to alienation feelings of employees as antecedents. Individual consideration, supportive leadership style, task variety, feedback, autonomy, task significance and task identity have negative relationships with alienation. Outcomes related to alienation are also found as decrease in job satisfaction, organizational commitment, and job involvement and employee performance. Alienated feelings of employees also lead to intention to quit, increase in absenteeism, burnout and health related problems (Chiaburu et al., 2014). A study conducted in Turkey also found that alienation decreases both life and job satisfaction, commitment, performance and motivation; increases job stress, turnover rate and absenteeism (Tutar, 2010).

Based on the features of LMX Theory and work alienation, it can be interpreted that dimensions of alienation and feelings related to these dimensions could be triggered by leader attitudes and behaviors toward an employee. Therefore, it would be beneficial to review the relationship between these two variables.

### **1.1.3. Leader Member Exchange – Work Alienation**

As it is mentioned above, alienation is a concept that includes five sub-dimensions. Powerlessness can be defined as lack of control and autonomy of employees while performing their job. Meaninglessness is a result of monotonous and unchallenging jobs that are seen as unimportant by the performers of the job. Self-estrangement is caused by unmet expectations of employees regarding their job and work environment so that they become unwilling to develop their skills and behave proactively at work. Social isolation as its evident from its name is inability to interact

with others, loss of team soul and feelings of loneliness at work. Finally, normlessness may be caused by lack of commitment and integration with organizational culture and finding the social norms and rules as meaningless.

How LMX relates to these dimensions? High quality interaction of leader with the members in their in-group may lead to alienate feelings for the out-group members through social isolation, self-estrangement. Also, it is possible that alienated workers may be isolated and become out-group members. However, in the present study we will take the relationship in one direction and recursive. Leaders support more and give more responsibility to their in-group members and this situation causes out-groups to feel themselves as unimportant and not contributing to the organizational goals. Since with low quality LMX relationship, leader and member interaction develops with little trust and encouragement, members may not be willing to take the control and have autonomy at their jobs since they do not feel the support of their leader which leads to alienation through powerlessness. Furthermore, in the study of Danserau and colleagues, it is found that quality of the relationship and dialogue with the leader affect the subordinate in terms of leadership attention and leadership support (1975). Results indicated that in-group members reported having higher leadership attention compared to out-groups but out-group members reported that they need additional leadership attention more than in-groups. When these two results combined, it can be stated that both in and out group members need same level leadership attention but in-groups are able to attain it easily. Findings were same for the leadership support as in-groups received more support from their supervisors compared to out-groups. Consequences of these results for the members are stated that in-groups experience less difficulty in meeting the expectations of leaders, more help from their supervisor and so determine their role in the work group easily. To sum up, study results have shown that dyadic relationship with leader may affect alienation feelings of employees by helping them to “personalize” their job easily. In-group members expressed more positive attitudes than out group toward the intrinsic outcomes of their work, interpersonal relations with the supervisor, their supervisor's technical competence, and the value of their job performance rewards (Danserau et al., 1975). Therefore, they will have less alienation.

Also, Martin and Madlock (2011) examined the work alienation from communicational perspective and stated that communication apprehension and avoidance behaviors may lead to work alienation that causes decrease in ability of members to integrate to the organization by themselves. When supervisors and colleagues are able to use immediate and approach-oriented communication, both of them feel like part of the organization. However, when the supervisors and colleagues experience lack of immediacy and use avoidance-oriented communication, these workers “feel like an outcast, betrayed, and work being a waste of time” (Koerner, Goldstein, & Forston, 1993, p. 277). All these feelings may end up with being alienated from both work environment and job itself.

Based on the findings in the literature, in this study, it is hypothesized that as low quality LMX develops between leader and member, employees who have low quality interaction with their leader will feel more alienated at work while other employees who are able to form high quality relationship with leader will feel part of the organization more.

Hypothesis 1: LMX quality is negatively associated with workplace alienation of employees

As it is mentioned from the consequences of alienation feelings of employees, turnover could be the one needs intense attention since it has important outcomes for the organization not only as cost but also as loss of potential talents and organizational reputation. Therefore, it is essential to find out how alienation discloses turnover idea in the minds of employees.

#### **1.1.4. Turnover Intention**

Turnover can be defined as an employee leaving his/her position in the organization permanently. It can take various forms. In voluntary turnover, employee quits his job willingly, while in involuntary turnover the organization terminates the employee’s contract. Another distinction is between internal and external turnover. In the former one, employee is moved to another position within the organization while in the later one s/he leaves the company permanently. According to the model proposed by Muchinsky and Morrow (1980), economic opportunity factors, individual factors, and work-related factors are three determinants of turnover. Also, job

characteristics, organizational variables, labor market factors and demographic variables are found to be related to turnover decision of employees (Weisberg, 1994).

Organizations aimed at holding their turnover rate low to minimize the negative consequences resulted from turnover. Negative outcomes of employee turnover for organizations are stated as increased cost, demoralization, negative public relations, discontinuity in operations, strategic opportunity costs and decreased social integration within employees (Mowday, 1984). On the other hand, very low levels of turnover can also be problematic as it causes organizations lose new talents and have a workforce with reduced diversity.

From a different perspective, whether turnover is positive or negative issue for organizations may depend on the profile of the leaving employee and whether a better employee may replace that place. When the highest performing employees are leaving, turnover can be seen as a greater problem than when poor performers leave. If turnover rate is high for low performing employees and retention is low among good performing employees, it may be interpreted that human resource management practices are beneficial for the organization. However, this is a rare case in actuality; many organizations investigate the antecedents of turnover and looks for action to control it (Mowday, 1984). In the Fishbein and Ajzen's attitude theory (1975), it is stated that "the best single predictor of an individual's behavior will be a measure of his intention to perform that behavior" (p. 369). From the turnover perspective, it can be interpreted that if intentions are the best single predictor of actual behavior; turnover intentions can serve as a strongest predictor of turnover can be predicted by turnover intention of the employees (Steel & Ovalle, 1984).

One of the most comprehensive studies related to turnover decision process was conducted by Mobley (1977). According to Mobley (1977), turnover decision process results from job satisfaction of the employee. At first step, employee evaluates the current job, then measure his/her emotions related to that job. At this point satisfaction or dissatisfaction arises. To feel dissatisfied with job does not always lead to quitting; different behaviors like absent from work, being passive at work may be observed. Following steps are thinking of quitting and cost/utility analysis of quitting. If the employee decides that costs related quitting is low and expected utility is high, then he/she has an intention to search for alternatives. At this point, environmental factors

such as family may interfere but if conditions are suitable this step is followed by actual search for a new job. New alternatives, if exist, is evaluated and compared to existing job. If new alternative is seen as favorable by the employee, intention to quit arises and this step is followed by quitting behavior. Mobley's turnover decision process also indicates that intention to quit is one before the actual behavior of quitting. It is also supported with the findings in the literature as they are mentioned above.

According to Mobley, employees' decision process to quit starts with evaluation of the job. (1977) However, a new model is pointed out by Lee & Mitchell (1994) which is defined as "unfolding model of turnover". Based on that theory, unlike Mobley's view, evaluation of the job does not appear suddenly; situations may direct employees to evaluate their job. Unfolding model is based on "image theory". Image theory suggests that people have some value and goal images that processed while evaluating their current job, alternative jobs or compatibility to job. It is pointed out that people may quit their job if they feel that their job does not compatible with their self-image or images of the values and goals they have. (Lee & Mitchell, 1994) They contributed two new construct forces employees to evaluate their job: "shock" and "script". (Morrell, Loan-Clarke, Arnold & Wilkinson, 2008). According to Lee, Mitchell, Holtom, McDaniel & Hill (1999) "shock is a particular, jarring event that initiates the psychological analyses involved in quitting a job. A shock can be positive, neutral, or negative. It could be either expected or unexpected. Also it could be internal or external to the person who experiences it" (p.451). On the other hand, scripts are defined as "a preexisting plan of action" (Lee et al., 1999, p.451). In the model, four decision paths are determined indicating how people quit their organization.

In path 1, with a shock in work environment, preexisting plans of action (script) emerge. An employee experiencing shock decides to leave and since script; a quick response to that shock is ready, evaluation of self (e.g. organizational commitment), current job or alternative jobs are at minimal level (Lee & Mitchell, 1994; Lee et al., 1999).

In path 2, a shock (e.g. buy-out of the company by a disreputable firm) prompts employee to evaluate images of his/her values and goals whether he/she can integrate these values to that shock situation. If image violation occurs as a result of these

evaluations, employee decides to leave without thinking about alternatives (Lee & Mitchell, 1994).

In path 3, a shock leads to image violation of employee's values and goals, and search for alternatives is triggered. As different from the path 2, employee who experiences violation starts to search for new opportunities and evaluate those alternatives compared to his/her current job in path 3.

Unlike other paths, path 4 is triggered by evaluation of job satisfaction not with a shock situation. In path 4a, lower levels of job satisfaction become so apparent that without quitting occurs without considering alternatives. However in path 4b, low levels of job satisfaction causes searching for a new job and evaluating alternatives in leaving decision process (Lee et al., 1999). Unfolding model of turnover studies present ways and constructs to understand and predict turnover decision of employees. It can be inferred from the paths that occurrence of a shock event, existence of a preplanned actions, searching of new alternatives and evaluation of them causes different psychological processes through turnover decision of employees (Lee & Mitchell, 1994; Lee et al., 1999, Lee & Mitchell, 2001).

In the meta-analyses examining antecedents of turnover, turnover intention is found be the strongest predictor of turnover (Steel & Ovalle, 1984; Tett and Meyer, 1993). Tett and Meyer (1993) defined turnover intention as: "a conscious and deliberate willfulness to leave the organization" (p.262). According to the meta-analysis of Griffeth et al. (2000), there is a significant relationship between turnover and turnover intention ( $r=.38, p<.01$ ). Parasuraman's study on the predicting turnover intentions and turnover behavior indicated that behavioral intentions are most proximate predictor of turnover action. Also, the effect of personal variables such as tenure, education, job attitudes and job satisfaction on turnover action can be observed indirectly through behavioral intentions (1982). Combining both theories of turnover explained above and studies related to turnover intention, employees start to think about quitting when they are not satisfied with their job and/or organizations and this intention can turn into the actual leaving behavior if there are other opportunities for them. Therefore, for the organizations it is essential to find the factors that lead to turnover intention in employees so that by eliminating these factors it would be possible to retain talented employees and avoid turnover related costs.



For this purpose, in this study LMX and turnover intention relationship examined through mediation of alienation. Although, limited studies exist in the literature examining this relationship, there are studies supporting LMX-turnover intention. Gerstner and Day (1997) studied low quality LMX's impact on subordinates and found that low quality LMX leads to undesirable outcomes such as organizational commitment, lower objective performance, satisfaction, role clarity, and higher turnover intentions. Significant relationship between LMX and turnover intention of employees was supported in their meta-analysis study with effect size of .31. From a different perspective, Harris, Kacmar and Witt (2005) have proposed that LMX and turnover intentions relationship may be curvilinear instead of linear. They found support for the idea that LMX and turnover intention relationship is significant and negative ( $r = -.39, p < .01$ ). However, they also proposed that for high quality LMX, turnover intention may still be high because of the increase in job resources, better opportunities outside the organization, although their study has some limitations (Harris et al., 2005). Ansari, Hung and Aafaqi (2007) examined LMX – turnover intention relationship based on four dimensions of LMX. It is pointed out that for four dimensions of LMX; affect, professional respect, loyalty and contribution, turnover intention relationship is negative and significant with the values of -.56, -.53, -.48, and -.46, respectively. Jordan and Troth (2011) hypothesized that LMX dimensions and turnover intention relationship is negative and supported their hypothesis as four dimensions of LMX was significantly negatively related to turnover intention. Studies in literature indicate that quality of LMX is significant predictor of turnover intention of employees.

High level of trust between leader and member, more support and higher level of benefits are directed to members who have high quality LMX. High quality LMX involves a higher level of trust between parties, emotional support and higher-order benefits to in-group members (Dienesch & Liden, 1986). On the other hand, for low-quality LMX relationship low level of trust and dishonesty between two parties, formal communication and lower benefits to the out-group members occur within work groups which may lead to negative feelings and attitudes for the employees in low quality LMX (Kristof-Brown, Zimmerman, & Johnson, 2005). Therefore, low quality

LMX may result in turnover intention caused by negative feelings towards organization.

Although it is limited, there are studies in the literature finding supportive results that work alienation is a significant predictor of turnover intention (Golden, Veiga & Dino, 2008; Du Plooy & Roodt, 2010; Ayaydin, 2012; Chiaburu et al., 2014). Therefore, in this study alienation was examined as mediator between LMX and turnover intention of employees.

#### **1.1.5. Work Alienation – Turnover Intention Relationship**

Studies examining the relationship between alienation and turnover intention are very limited in the literature. Existing studies show that workplace alienation is associated with many employee attitudes such as job satisfaction, job involvement, organizational identification, organizational commitment and job insecurity. Moreover study of Chiaburu et al. (2014) shows that there is a significant direct relationship between workplace alienation and intention to quit ( $\rho=.45$ ). Du Plooy and Roodt's work (2010) indicated that work alienation is positively related to employees' intent to leave. Also, in their study, they hypothesized that work engagement, burnout, organizational citizenship behavior and alienation as predictors of turnover intentions. As a result, it is found that although all variables are significant predictor of turnover intention; biggest portion of variance in turnover intention could be explained by work alienation of employees ( $\beta=.526, p<.001$ ). In the thesis study of Ayaydin (2012) with the Turkish sample, it was found that alienation was related to the decrease in job satisfaction and increase in turnover intention in the employees. Alienation feelings of employees were found to be effective in the intention to leave the job. ( $\beta=.218, p<.01$ ) After controlling for the income and gender of the employees, the relationship between alienation and turnover intention was still significant ( $\beta=.226, p<.01$ ).

In the light of these limited information it is expected to find similar relationship in the present study. When the alienation dimensions are taken into account, an employee who feels powerless with lack of autonomy may not be willing to stay within the organization. Lack of commitment to the leaders or feeling of injustice may be effective to experience normlessness and leads to quitting the job. As mentioned before, ordinary and repetitive jobs may cause to look for new opportunities through

meaninglessness dimension. Losing intrinsic motivation to be successful at the job they performed and find their job as boring should be valid reason to leave the job because of self-estrangement. Also, communication problems and low interaction within the work environment may cause turnover intention since the employees feel socially alienated in their workplace. From this point of view, it is hypothesized that there will be a positive association between workplace alienation and turnover intention of employees.

Hypothesis 2: Workplace alienation is positively associated with turnover intention.

#### **1.1.6. Mediating Role of Work Alienation**

In the literature, there are few studies related to the mediating role of alienation. For example, Sulu, Ceylan and Kaynak, used alienation as a mediator for the relationship between organizational injustice and organizational commitment (2010). In their study, it is found that to be treated unfairly or differently in their work environment may lead to alienated feelings in the employees and causes decrease in the organizational commitment. Their results showed that the relationship between distributive and procedural injustice and organizational commitment are partially mediated by powerlessness and social isolation dimensions of alienation. Furthermore, in the study of Siron, Muttar, Ahmad & Tarsipan (2016), it is hypothesized that alienation mediates the relationship between LMX and job satisfaction and they found support for their hypothesis.

The number of studies using alienation as mediator is very limited and to the best of our knowledge it's mediating role on the relationship between LMX and turnover intention have not been examined in the literature. Quality of the leader-member exchange determines the alienation feelings of the employees through powerlessness, meaninglessness, social isolation, self-estrangement and normlessness dimensions. If member's relationship or dialogue with their leader causes at least one of these dimensions, members may experience negative attitudes through their work and workplace. Since they have problems related to autonomy level, social relations, communication, decision making or organizational justice etc., they may intend to leave the job if they have better options. However, LMX may lead to turnover intention could be predicted by other variables. There could be other mechanisms triggered by

the level of LMX quality. Since this view is not examined in the literature, with this hypothesis, it is expected to fill a gap. With this purpose, it is hypothesized that, Hypothesis 3: The relationship between LMX and turnover intention is partially mediated by work alienation.

Although, findings in the literature support LMX- work alienation relationship, this relationship may not be valid for every employee. Some employees may be more open to having high quality relationships resulting from their biological and/or behavioral basis while some employees may be more prone to negative feelings that may lead them to have low level of motivation, easily. At this point, it is required to examine whether some employees are more prone to feel as alienated because of relationship quality with their leader.

#### **1.1.7. Moderating Role of Negative Affectivity**

Negative affectivity (NA) and positive affectivity (PA) are affective based personality traits that are seen as a result of different biological and behavioral mechanisms (Tse, Ashkanasy & Dasborough, 2012). Negative affectivity is defined as a personality variable that experiences high levels of distressing feelings such as anxiety, stress, fear, worry or other negative emotions in terms of intensity and frequency (Watson & Clark, 1984). On the other hand, in the literature positive affectivity is individuals' tendency to feel well and experience more positive emotions, high levels of energy and enthusiasm contrary to NA. While high-NA people are found to be less satisfied and pleased with their lives since they generally focus on negative aspects of themselves and others, high PA individuals live happy and interesting lives with a high activity level (Watson & Pennebaker, 1989).

For the present study, NA is found more relevant to the context since low quality LMX relationship may have more effect on high NA employees. High NA employees tend to be more responsive to the stimuli's that can be encountered at work. Therefore, they may elicit more negative reactions to these stimuli (Watson, 2000). According to review of Fortunato and Williams (2002), in organizational researches related to NA, it is found that NA is positively related to absenteeism, self-reported stressors and strains, role conflict, job ambiguity, work overload, turnover intentions and turnover behavior. Also, in their review for their study, they stated that high NA employees

show more reactions to negative aspects of stressors at work and task related issues compared to low NA employees (Fortunato & Williams, 2002).

Moderator effect of NA on the relationship between LMX and work alienation was examined in the present study. Negative affectivity is studied as moderator in the relationship between workplace incivility and counterproductive work behavior (CWB) by Penney & Spector, 2005. Results indicated that negative affectivity moderated the relationship between job stressors (workplace incivility, interpersonal conflict, and organizational constraints) and CWB. Relationships between each of the job stressors above and CWB was more strongly positive for individuals high in negative affectivity than for individuals low in negative affectivity. Thus, it is stated that employees' personality and traits may have effect on how they respond to job stress they encountered. In the study of Tse et al. (2012), NA's moderating effect on Relative LMX (LMX quality relative to average LMX quality of others in workgroup) and social identification is examined. It is expected to find that LMX quality of the employees with their leader relative to other group members will have stronger effect on social identification for employees with low NA compared to high NA individuals since high NA employees will be more reactive, skeptical and distrustful towards their leaders' behaviors. They found support for the moderator effect of NA on this relationship and stated that NA creates the difference in the responses of employees to high / low quality LMX relationship.

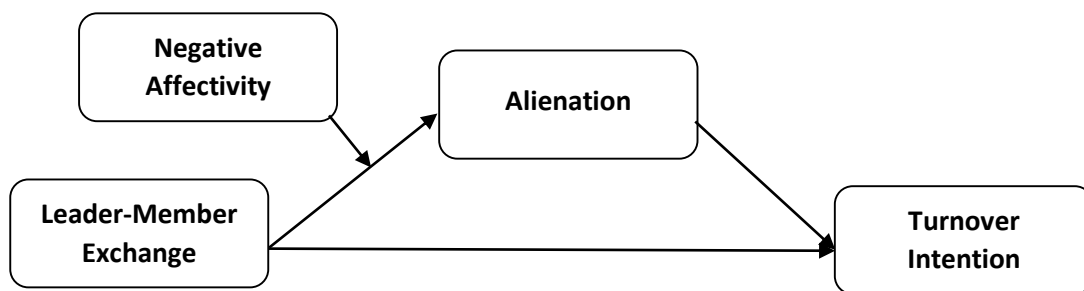
To sum up, for high NA employees, leader's behavior and attitude toward them will mean more since they are more inclined to feel negative emotions and become more skeptical. When they have low quality LMX and feel that they are in the out-group, they may experience more negative reactions compared to low NA employees. Because of these negative emotions resulted from quality of the dialogue with their leader; their alienation feelings may be triggered easier than low NA employees. Therefore, it is hypothesized that;

Hypothesis 4: The relationship between LMX and work alienation will be moderated by negative affectivity levels of employees such that LMX quality has a stronger negative impact on alienation feelings for employees high on negative affectivity compared to employees with low level of negative affectivity.

### 1.1.8. Moderated Mediation Model

In the current study, it is also suggested that alienated feelings' effect on LMX quality and turnover intention relationship will be more for employees high on negative affectivity. As mentioned in the study of Muller, Judd & Yzerbyt (2005), moderated mediation exists when mediating process producing effect of X on Y depends on the value of the moderator variable. They exemplify the process as if individual difference is a moderator then it means that mediating process between X and Y differs for people who are different on that individual difference. For the current study, it is hypothesized that

Hypothesis 5: Mediational effect of work alienation on LMX- turnover intention relationship will be moderated by negative affectivity levels.



**Figure 1.1:** Research model linking LMX and turnover intention, moderated by negative affectivity and mediated by work alienation.

## **CHAPTER 2**

### **METHOD**

#### **2.1. Participants**

To determine required sample size for this study, G\*power is used. According to calculations of G\*power, for a medium effect size (.15) and power of .95 at  $\alpha=.05$ , required sample size was calculated as 119. Following Tabachnik and Fidell's (2007, p.123) suggestions to determine required sample size (i.e., a method  $N > 50 + 8m$ ;  $m$  = number of independent variables), 74 questionnaires were needed.

Present research was conducted by the voluntary 300 white-collar employees who have been working in a corporate company in defense industry. Among the participants, 97 of them were female (32.3%) and 203 were male (67.7%). Age of the participants ranged between 20 to 51+ and the majority of the participants was at the age range of 31-40 (46.6%). Between ages of 20-30, there were 131 participants (43%). 41-50 range includes 23 participants (7.5%) and above 51 there were only 9 participants (3%). Of the participants, 161 had bachelor's degree (52.8%), 128 of them had master's degree (42%), 16 participants had doctoral degree (5.2%). Most of the participants were working for their institutions for zero to five years (49.2%), 90 of them were working for 5 to 10 years (29.5%), 38 of them were working for 10 to 15 years (12.5%), and 27 of them were working for 15 years and above (8.9%). (See Table 2.1)

**Table 2.1.** Demographic Characteristics of the Sample

<b>Variables</b>	<b>N=300</b>	<b>%</b>	<b>Mean</b>	<b>SD</b>
<b>Gender</b>	300			
Male	203	67.7 %		
Female	97	32.3 %		
<b>Age</b>	300			
20-30	129	43%		
31-40	140	46.7%		
41-50	22	7.3%		
51+	9	3%		
<b>Education</b>	300			
Bachelor's	158	52.7%		
Master's	126	42%		
Doctoral	16	5.3%		
<b>Tenure</b>	300			
0-5	148	49.3%		
5-10	89	29.7%		
10-15	36	12%		
15+	27	9%		
<b>Importance of Relationship with Leader</b>	300		4.45	.66
Not Important at All	2	0.7%		
Not Important	1	0.3%		
A little bit important	13	4.3%		
Important	128	42.7%		
Very Important	156	52%		

## 2.2. Measures

### 2.2.1. Leader- Member Exchange

LMX was measured with multidimensional LMX scale developed by Liden and Maslyn based on affect, loyalty, contribution and professional respect dimensions and consists of 12 items; 3 items for 4 dimensions (1998). LMX-MDM scale has multi-factor construct and helps to examine LMX from different dimensions. Also,



psychometric properties of the scale are accepted as strong by the researchers therefore it is a preferred scale to measure LMX.

Turkish version of the scale was adapted by Baş, Keskin & Mert (2010). Scale consists of 12 items prepared as 5-point Likert type (1=Absolutely Disagree to 5=Absolutely Agree). Baş and colleagues reported Cronbach Alpha values of the LMX dimensions as between .70- .92 which means that internal consistency reliability of the whole scale is at the acceptable level. Oguzhan (2015) reported the similar reliability results. Also, Erdogan, Kraimer and Liden studied LMX on a Turkish sample; they used multidimensional LMX scale and created LMX scores by averaging all items. Reliability of the scale was reported as .94 (Erdogan, Kraimer & Liden, 2004).

Based on literature reviews, it was found that LMX-MDM Scale was used in Turkish sample as a General LMX Quality Score. Also, Baş and colleagues (2010) found that multi-dimensional construct was valid however different than original study, they reached three dimensional construct. Therefore, they proposed that scale should be tested and adapted for different cultures. In this study, LMX scale was used as a General LMX Quality score which is calculated by averaging all item scores.

### **2.2.2. Work Alienation**

To measure the work alienation levels of the participants, Nair & Vohra (2010) alienation scale was used. They developed a new work alienation scale with eight items based on previous conceptualizations and studies related to work alienation. Their measure showed good psychometric values (GFI = 0.96) and tested in terms of robustness in two different samples. The internal consistency reliability of the scale of work alienation was 0.86 for their study (Nair & Vohra, 2010). Therefore, not the original alienation scale but a newer version of the scale was adopted in the present study. Nair & Vohra's scale was used by Toklu (2016) and was translated into Turkish. Cronbach Alpha was reported as .96. Scale consists of 8 items evaluating in 5-point Likert Type Scale (1=Absolutely Disagree to 5=Absolutely Agree).

### **2.2.3. Negative Affectivity**

Negative affectivity of participants was measured by 20-item positive and negative affectivity scale of Positive and Negative Affectivity Schedule (Watson,

Clark, Tellegen, 1988). This scale includes 10 items of adjectives describing negative emotions and 10 items for positive emotions. Participants were asked to score based on how often they experience each of these negative emotions as 1=Never to 5=Always. Turkish version of this scale is adapted and reliability and validity studies were conducted by Gencöz (2000). In the study of Gencöz (2000), reliability of the scale found as .83 for positive affectivity and .86 for negative affectivity.

#### **2.2.4. Turnover Intention**

Participants' turnover intentions were measured by using 5 items turnover intentions scale adapted from Walsh, Ashford and Hill (1985). (Buka, 2005) The scale is used by Buka (2005) and reported reliability was .81. Scale includes 5 items in 7-points Likert Type. Turkish version of the scale was used by Ok (2007) in thesis study with additional one item and as 5-point Likert type (1=Absolutely Disagree to 5=Absolutely Agree) and the scale alpha value is reported as .76 with six items that can be acceptable.

For exploratory analysis, job satisfaction and organizational commitment levels of employees were gathered with the mentioned scales.

#### **2.2.5. Job Satisfaction**

Job Satisfaction Scale was taken from the Yalçın's thesis study (2010). In this scale, five items were taken from the Turkish version of Minnesota Job Satisfaction Questionnaire (MSQ). MSQ was adapted to Turkish by Baycan with reported Cronbach alpha of .77. Then, two items were added by Yalçın. However, "I am very satisfied with interacting with customers" item were deleted since participants are not in a job requiring customer interaction. As a result, Job Satisfaction Scale formed by 6 items on a 5- point Likert-type scale (1=Absolutely Disagree to 5=Absolutely Agree).

#### **2.2.6. Organizational Commitment**

To measure organizational commitment of participants, items were taken from Karakurum's thesis study (2005). 9 items were included in the questionnaire measuring affective, continuance and normative commitment of participants. For that

study, 9 items were selected by Karakurum from 20 items used in Wasti's doctoral dissertation (1999) with the purpose of providing shorter scale and make it easy to fill out the questionnaire. The scale alpha value is reported as .81. In this study, organizational commitment was not evaluated as dimensional so that mean value of the items was assessed as total organizational commitment score. Scale consists of 9 items evaluating in 5-point Likert Type Scale (1=Absolutely Disagree to 5=Absolutely Agree).

#### **2.2.7. Control Variables**

Age, gender, tenure and education level of the participants were measured to see whether they are suitable as control variables in this study based on previous studies in literature (Lok & Crawford, 2004; Golden, Veiga & Dino, 2008; Harris, Wheeler & Kacmar, 2009; Jordan, 2011). However, none of these variables were found to be correlated with the outcome variables of turnover intention, job satisfaction and organizational commitment. Therefore, they are not included in the analysis. Also, demographic information part includes a question about importance of having high quality relationship with the manager for the participants. This data were named as "Relationship Importance" through the study and it was included the as control variable in the study since it was found to be significantly correlated with outcome variables.

#### **2.3. Procedure**

Prior to data gathering, ethical approval was obtained from Middle East Technical University Human Subjects Ethics Committee. While distributing the survey, informed consent form (see Appendix A) including necessary information about aim of the study, important points in filling the scales, issues related to participants' confidentiality and contact information of the researchers were given to participants. Participants filling out the survey returned it in a closed envelope.

#### **2.4. Statistical Analysis**

Statistical analyses were performed by The Statistical Package for Social Sciences (SPSS), version 21 for Windows. To control common method bias and

conducting confirmatory factor analysis, SPSS Amos v21 was used. For the mediation, moderation and moderated mediation hypothesis, PROCESS model in SPSS was used with the appropriate models which are Model 1 for moderation, Model 4 for mediation and Model 7 for Moderated Mediation analysis.

## **2.5. Cautions against Common Method Variance**

In this study to measure study variables only one data technique was used which is self-report. In the literature, it is mentioned that having mono method in data collection may lead to a kind of systematic bias in results and it is named as common method variance. Common method variance was seen as a bias artificially inflating/deflating variable correlations and so threatening the construct validity of study (Reio, 2010). Therefore, Harman's Single Factor Test and Marker Variable Technique are used to control common method variance (CMV).

To control for CMV, one of the most widely used statistical technique is Harman's single factor test by checking whether variance in the data can be largely explained by a single factor (Chang, Witteloostuijn & Eden, 2010).

In this technique, exploratory factor analysis is conducted and all study variables are loaded onto a single factor and constrain the analysis with no rotation (Podsakoff, MacKenzie, Lee & Podsakoff, 2003). If the loaded single factor explains majority of the variance, then it is interpreted as common method bias exists for the related study.

For this study, SPSS is used to conduct Harman's Single Factor Test and found that one factor only explains 23.22% of the variance therefore common method variance bias is not presented in our dataset. Although this method preferred because of simplicity, it is seen as insufficient because there is no specific percentage of explained variance by a single factor and it is unlikely that a single factor model will fit the data (Podsakoff et al., 2003; Chang, et al., 2010).

Another control method for CMV is "marker variable technique" which is known as partial correlation procedure (Krishnaveni & Deepa, 2013). Lindell and Whitney (2001) stated that the smallest observed correlation between "marker variable" and another variable which is theoretically irrelevant in the study is due to CMV. The marker-variable method introduces an estimate of CMV along with the statistical significance of the CMV-adjusted correlation between the variables. This

technique is preferred because it does not require multiple methods or analysis and also has theoretical base. (Lindell & Whitney, 2001).

In this method, a variable which has the smallest correlation with one of the manifest variables in the study is determined as marker variable and based on this correlation ( $r_m$ ) an CMV adjusted correlation with determined study variables calculated with the formula given below and t-statistics assessed whether after partialling out the effect of CMV adjusted correlation is still significant ( $r_u$  = correlation between two study variables,  $r_m$ =marker variable correlation,  $r_a$  = adjusted correlation between two study variables,  $n$ =sample size). Also, Lindell and Whitney (2001) leave the choice of smallest correlation determination to researchers therefore investigators can use the second-smallest positive correlation to have more conservative estimate for the effect of CMV (Krishnaveni & Deepa, 2013).

$$r_a = r_u - r_m / (1 - r_m)^2$$

$$t \text{ statistic} = r_a / \sqrt{[(1 - r_a^2) / (n-3)]}$$

To test common method variance effect on data set, demographic variable of “education level” is used as a marker variable which has also non-significant correlations with negative affectivity, LMX, turnover intention, job satisfaction and organizational commitment. Smallest positive correlation of education level was with negative affectivity as 0.01 and it was  $r_m$  in adjusted correlation procedure. Following that using correlation between alienation and turnover intention variables ( $r_u=.58$ ) adjusted correlation,  $r_a$ , is calculated as .59 for the same two variables. T statistic is assessed for the significance of new adjusted correlation and it has found to be significant ( $t(299)=12.65$ ,  $p<.001$ ). Result of the marker variable test showed that common method variance is not effective in this data set.

To summarize, since there is only one data collection method in this study, which is self-report, to be sure about validity of data and results, common method variance is controlled with two methods: Harman’s single factor test and Marker Variable Technique. Both of the results showed that data collected for this study is free from the common method bias and hypothesized relationships are examined without the influence of common method variance.

## **CHAPTER 3**

### **RESULTS**

The results are given in four parts. In the first part, data screening and cleaning are presented. In the second part, confirmatory factor analysis results are discussed. Third part is about descriptive statistics and bivariate correlations among study variables. In the fourth part, hypothesis testing results are presented.

And last part is regarding ancillary analysis results that are conducted for job satisfaction and organizational commitment outcomes. In hypothesis testing part moderation analysis is given in order to test whether negative affect significantly moderate the relationship between LMX and work alienation and the mediation analysis is presented to understand whether work alienation mediate the relationship between LMX and turnover intention, job satisfaction, and organizational commitment. Moderated mediation analysis results were also discussed in this section for the outcome variables mentioned above.

#### **3.1. Data Screening and Cleaning**

Before testing the hypothesis, each of the variables was controlled through SPSS Descriptives and Frequencies for the accuracy of data entry, minimum-maximum values, missing values and the assumptions of multivariate analyses (Tabachnick & Fidell, 2007). Firstly, for this study approximately 600 questionnaires were distributed and 305 of them completed (return rate=%51).

In the 305 questionnaires, none of scales left blank completely but in some cases there were several missing data points. Missing values are assessed whether they are missing at random or not. Little's MCAR test is found to be non-significant meaning that missing data points are completely random ( $\chi^2=101.926, p=.917, ns.$ ). In addition, none of the variables had a missing data point above 5%. Based on these findings, since missing values are below the threshold and randomly missing, therefore all of them were replaced with mean of the related variable. There were no missing data points for demographic variables.

Data were checked for univariate and multivariate outliers. Univariate outliers are determined for all variables with box plots. Then, multivariate outliers are detected through Mahalanobis Distance. Five cases which are seen as both univariate and multivariate outliers were deleted and afterwards analyses were conducted with 300 cases.

Normality assumption was tested through skewness and kurtosis values. The results showed that the skewness and kurtosis values for the variables were in acceptable ranges as presented in Table 3.2.

Following normality assumption, data were checked for regression assumptions: linearity, multicollinearity, independence of residuals and homoscedasticity. Linearity assumption was tested through scatter plots of binary combinations of variables and the relationship pattern revealed that the relationships were linear. Thus, linearity assumption was met. Multicollinearity was controlled based on the tolerance and variance inflation factor (VIF) values for all variables. Multicollinearity is a concern if VIF value is higher than 5 and tolerance value is  $<0.20$  (Hair, Black, Babin & Tatham, 2011). For this study variables, they were found in reasonable ranges therefore no multicollinearity was identified. Independence of residuals was tested by Durbin-Watson which was expected to have a value close to 2 to meet the assumption. Durbin Watson values were calculated as 1.87 so this assumption was also met. Lastly, homoscedasticity assumption was assessed through scatter plots and assumption was met.

### **3.2. Results of the Confirmatory Factor Analysis**

Before testing the hypothesis, a confirmatory factor analysis (CFA) was conducted to examine convergent and discriminant validities of the variables in our model (Wang & Hsieh, 2014). For this purpose, AMOS was used to evaluate study variables based on chi square statistics ( $\chi^2$ ) and fit indices of RMSEA (root mean square error of approximation), CFI (Comparative fit index) and GFI (Goodness of fit index) (Hu & Bentler, 1998). The results of the CFA is presented in Table 3.1.

**Table 3.1.** Results of Confirmatory Factor Analysis (DV: Turnover Int.)

Model	$\chi^2$	df	$\chi^2/df$	CFI	GFI	RMSEA
Four-factor model	802.79	477	1.68	.94	.87	.05
*Three-factor model	935.04	480	1.95	.91	.84	.06
**Two-factor model	1247.42	482	2.59	.85	.78	.07
One-factor model	1644.91	527	3.88	.83	.76	.08

\*This model combines LMX and alienation into one factor.

\*\* This model combines alienation and turnover intention into one factor.

Significant chi square result has shown that hypothesized four factor model fits the data well ( $\chi^2(477)=802.79$ ,  $p<.001$ , CFI=.94, GFI=.87, RMSEA=.05). RMSEA, GFI and CFI values are appropriate according to good fit rule of thumbs which supports our model. Also, smaller  $\chi^2/df$  values are indicator of well-fitting model and study's four factor model has the smallest  $\chi^2/df$  value. Results indicated that four-factor model (LMX, alienation, turnover intention, and negative affectivity) fitted the data better than the other three models that reduced the number of factors by combining some of the variables into one.

### 3.3. Descriptive Statistics of Study Variables

Minimum-maximum scores, skewness and kurtosis values of the scales were computed for descriptive information of study variables (see Table 3.2). The correlation matrix of study variables is presented in Table 3.3.

**Table 3.2.** Descriptive Statistics of Study Variables

Variables	Min.	Max.	Skewness	Kurtosis	# of items
Negative Affectivity	1.00	3.50	0.40	-0.44	10
LMX Quality	1.73	5.00	-0.32	0.16	11
Alienation	1.00	5.00	0.73	0.01	8
Turnover Intention	1.00	5.00	0.75	0.29	5
Job Satisfaction*	1.67	5.00	-0.38	-0.03	6
Org. Commitment*	1.00	5.00	-0.26	-0.04	9

\*Job Satisfaction and Organizational Commitment items were used for exploratory analysis.



Among demographic variables age, gender, education level and tenure were not significantly correlated with any other study variables. As mentioned in Chapter 2, demographic information from participants were asked a question about how important for them to have a good relationship with their leader and this will be mentioned as “relationship importance” here after. It was observed that relationship importance is positively significantly correlated with LMX ( $r=.30, p<.01$ ), job satisfaction ( $r=.16, p<.01$ ) and organizational commitment ( $r=.20, p<.01$ ). However, relationship importance was found to have negative correlations with alienation ( $r=-.16, p<.01$ ) and turnover intention ( $r=-.15, p<.01$ ).

Negative affectivity correlations were significant for all study variables except for organizational commitment. It was negatively correlated with LMX ( $r=-.21, p<.001$ ) and job satisfaction ( $r=-.24, p<.001$ ). Negative affectivity was positively correlated with alienation ( $r=.49, p<.001$ ) and turnover intention ( $r=.20, p<.001$ ).

LMX quality was positively correlated with job satisfaction ( $r=.47, p<.001$ ) and organizational commitment ( $r=.27, p<.001$ ) while negative correlations exist for alienation ( $r=-.46, p<.001$ ) and turnover intention ( $r=-.42, p<.001$ ).

Alienation and all study variables were significantly correlated. While negative correlations observed for job satisfaction ( $r=-.58, p<.001$ ) and organizational commitment ( $r=-.47, p<.001$ ); positive correlation with turnover intention ( $r=.63, p<.001$ ) was found.

For the main outcome variable, turnover intention, all the study variables had significant correlations. Job satisfaction ( $r=-.66, p<.001$ ) and organizational commitment ( $r=-.66, p<.001$ ) were negatively correlated with turnover intention.

**Table 3.3. Means, Standard Deviations, Reliabilities and Bivariate Correlations of the Study Variables**

Variable	1	2	3	4	5	6	7	8	9	10	11
1. Gender	-										
2. Age	.02	-									
3. Education	.00	.25**	-								
4. Tenure	.05	.71**	.30**	-							
5. Relationship Importance	-.09	-.15*	-.01	-.08	-						
6. Negative Affectivity	.12*	-.04	.01	.03	-.02	(.84)					
7. LMX Quality	-.03	.06	-.05	.06	.30**	-.21**	(.88)				
8. Alienation	-.01	-.09	.08	-.02	-.16**	.49**	-.46**	(.92)			
9. Turnover Intention	-.07	-.07	.09	-.01	-.15*	.20**	-.42**	.58**	(.82)		
10. Job Satisfaction***	.03	.00	-.09	-.05	.16**	-.24**	.47**	-.53**	-.66**	(.76)	
11. Org. Commitment***	.01	.08	-.07	.08	.20**	-.07	.27**	-.41**	-.66**	.55**	(.85)
Mean	-	-	-	-	4.45	1.99	3.52	2.09	2.33	3.53	3.20
Standard Deviation	-	-	-	-	.66	.57	.56	.83	.86	.64	.74

Note. \* $p < .05$ ; \*\*  $p < .01$  level \*\*\* Job Satisfaction and Organizational Commitment items were used for exploratory analysis.

### **3.4. Hypothesis Testing**

#### **3.4.1. The Relationship between LMX, Alienation and Turnover Intention**

In the first two hypothesis of the study, relationship between LMX quality, alienation and turnover intention was investigated.

In the first hypothesis, it is proposed that LMX is negatively associated with alienation of employees. Regression analysis results showed that after controlling for relationship importance of participants, LMX quality negatively predicted alienation ( $\beta = -.46, p < .001$ ). Hence, hypothesis 1 received support.

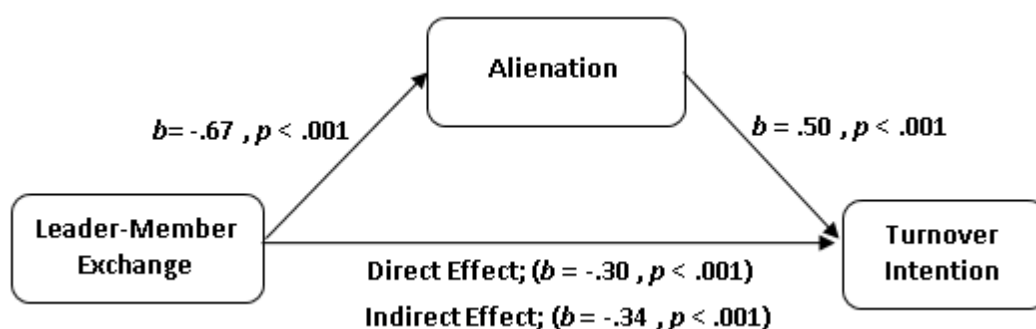
Second hypothesis of the study states that alienation and turnover intention of employees are positively associated. Based on results, alienation feelings predicted turnover intention of employees positively ( $\beta = .57, p < .001$ ).

#### **3.4.2. Mediator Effect of Alienation on LMX and Turnover Intention Relationship**

In this part of the study, it was predicted that alienation mediates the relationship between LMX and turnover intention.

In order to test this hypothesis, Process Macro in SPSS Model 4 with 5000 bootstrap was used. Results showed that LMX significantly predicts alienation which was in line with the regression analysis results investigated in Hypothesis 2 ( $b = -.67, t(297) = -8.00, p < .001$ ). The  $R^2$  value tells us that LMX explained 21% of the variance alienation, and the fact that the  $b$  is negative introduced that the relationship was negative; as LMX quality decreased, alienation increased (and vice versa). Secondly, when alienation was not in the model, LMX's total effect on turnover intention was significant ( $b = -.64, t(293) = -6.52, p < .001$ ). Based on the  $R^2$  value, it explained 18% of the variance in turnover intention. Alienation also significantly predicted turnover intention. ( $b = .50, t(296) = 8.66, p < .001$ ).  $R^2$  value indicated that the model explained 36% of the variance in turnover intention. The positive  $b$  for alienation revealed us that as alienation increased, turnover intention increased also (and vice versa), but the negative  $b$  values for LMX indicated that as LMX increased, turnover intention decreased. When the results of the regression of turnover intention was predicted from both LMX and alienation, it can be seen that LMX significantly predicts turnover

intention even with alienation in the model ( $b = -.30$ ,  $t(296) = -3.15$ ,  $p < .01$ ). Indirect effect of LMX on turnover intention estimated as  $b = -.34$  with the 95% confidence interval of  $[-.46, -.23]$ . This range does not include zero; meaning that there is likely to be a genuine indirect effect and it can be concluded as alienation is a mediator of the relationship between LMX and turnover intention. However, after alienation included in the model, effect of LMX on turnover intention was still significant therefore it can be inferred that partial mediation exists and so hypothesis 3 was supported.



**Figure 3.1.** LMX quality as a predictor of turnover intention mediated by alienation

### 3.4.3. Moderating Effect of Negative Affectivity on LMX and Alienation Relationship

Hypothesis 4 proposes that LMX – alienation relationship is moderated by negative affectivity levels of employees. Therefore, moderation analysis was conducted with Process Model 1 with 5000 bootstrapping.

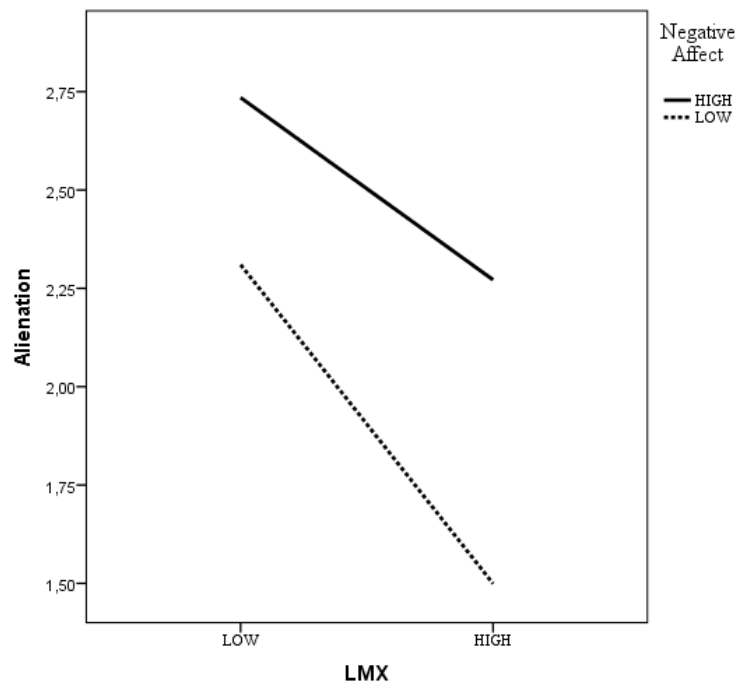
The study results indicated that the main effect of negative affectivity was found significant and positive with alienation ( $b = .30$ ,  $t(295) = 7.95$ ,  $p < .001$ ), and the main effect of LMX was found significantly and negatively related with alienation ( $b = -.57$ ,  $t(295) = -6.55$ ,  $p < .001$ ). Interaction term of LMX and Negative Affectivity had a significant impact on alienation ( $b = .16$ ,  $t(295) = 2.01$ ,  $p < .05$ ) and explained variance of the interaction term was significant ( $R^2 = .35$ ,  $\Delta R^2 = .01$ ,  $F_{int}(1, 295) = 4.07$ ,  $p < .05$ ). Based on these findings, although it was not expected degree, there was an interaction between NA and LMX.

**Table 3.4.** Moderating Effect of NA on LMX-Alienation Relationship

Predictors	b	t	95% CI
LMX*	-.57	-6.55	[-.74, -.40]
Negative Affectivity*	.30	7.95	[.22, .38]
LMX x Negative Affectivity**	.16	2.01	[.004, .31]

\*p < .001 \*\* p< .05

High negative affectivity and low negative affectivity levels were graphed. Figure 3.2 revealed that employees with high negative affectivity experienced alienation more as their scores on LMX quality decreased. On the other hand, if LMX quality was high, employees with low level of negative affectivity experienced alienation at minimum. Also, it can be inferred that for low NA employees, LMX Quality had stronger impact on alienation scores while for high NA alienation scores changed less dependent on the level of LMX Quality.



**Figure 3.2.** Moderating Effect of Negative Affectivity on the Relationship between LMX and Alienation (High NA: mean + 1 SD; Low NA: mean – 1 SD)

To understand what interaction meant, simple slope testing was performed. Surprisingly, results of simple slope analysis showed that the negative relationship between LMX and alienation was stronger, not at high, but at low levels of negative affectivity ( $b=-.72$ ,  $t=-5.40$ , 95% CI  $[-.98, -.46]$ ,  $p<.001$ ). When the negative affectivity was high, again there was a significant negative relationship between LMX and alienation; however, different from low negative affectivity condition, effect of LMX on alienation has weakened ( $b=-.41$ ,  $t=-4.36$ , 95% CI  $[-.60, -.23]$ ,  $p<.001$ ). Therefore, it may be said that Hypothesis 4 was partially supported.

#### **3.4.4. Moderating Effect of Negative Affectivity on the Mediating Effect of Alienation for the LMX-Turnover Intention Relationship**

Last hypothesis of this study was regarding a moderated mediation model and it was tested with Process Model 7 with 5000 bootstrapping. It is hypothesized that work alienation mediates the interactive effect of LMX and Negative Affectivity on turnover intention of employees such that mediating effect of alienation will be stronger for employees with high negative affectivity level. In this analysis, conditional indirect effect of LMX on turnover intention through alienation was examined on two values of negative affectivity just like in the moderation analysis (one standard deviation above/below mean).

Results revealed that moderated mediation model was significant ( $b=.08$ ) since 95% CI  $[.01, .16]$  does not contain zero. In addition, conditional mediation effect of alienation was stronger and significant at low level of NA, however effect was weakened at high level of NA as can be seen from the Table 3.5. Based on analysis findings, moderated mediation effect was found.

**Table 3.5.** Results of Moderated Mediation

	Level	Conditional Indirect Effect	Boot SE	LL (95% CI)	UL (95%CI)
<b>Negative Affectivity</b>	Low	-.36	.08	-.54	-.23
	High	-.21	.05	-.32	-.11

CI =Confidence Interval; LL=Lower Limit; UL=Upper Limit; Bootstrap=5000.

For both moderation and moderated mediation analysis, negative affectivity values were binned with the help of SPSS visual binning function. With this function, we would be able to split negative affectivity scores from low to high based on standard deviations from the mean. However, when analyses were conducted with continuous negative affectivity values, moderator role of negative affectivity was found to be non-significant. Since negative affectivity scores are very low with the mean value of 1.99; this method helped us to arrange the data we have. Since negative affectivity has significant and strong correlation values with dependent variables and also has a significant main effect on alienation, it was assumed that binning data as high and low would be beneficial to find the real effect of negative affectivity.

#### **3.4.5. The Results of the Exploratory Analysis with Outcome Variables of Job Satisfaction and Organizational Commitment**

During literature review of study variables, it is observed that studies examining leader-member exchange and alienation also search for the job satisfaction and organizational commitment. Both job satisfaction and organizational commitment is affected by the work environment and work experiences of employees. In this study, quality of the relationship with leader, being in-group/out-group of a leader, feelings of alienation and consequences of it such as powerlessness, social isolation are all situations encountered by employees at work. Therefore, it is thought that integrating these two important variables to our analysis would be beneficial to enhance the findings in this field.

In the literature related to these variables, meta-analysis of Gerstner & Day (1997) indicated that high quality relationship with leader has a positive influence on the entire work experience of a subordinate. Job satisfaction and organizational commitment are two variables positively correlated with LMX. In the longitudinal study of Epitropaki and Martin (2005), LMX and employee outcomes studied and results showed that positive correlations exist between LMX and job satisfaction and organizational commitment as  $r=.61$  and  $r=.37$  respectively. Bhal, Gulati and Ansari (2008) studied LMX as a multidimensional construct and they proved that contribution dimension of LMX is more effective to improve organizational level outcomes such as organizational commitment and citizenship behavior while affect dimension of

LMX is more effective in enhancing affective states of employees such as job satisfaction in general.

LMX and job satisfaction / turnover intention relationship examined by Harris, Wheeler & Kacmar (2009) and found that LMX is positively related to job satisfaction ( $r=.40$ ) and negatively related to turnover intentions ( $r=-.28$ ). For work alienation, Chiaburu et al. (2014), found strongest association with organizational commitment as  $r=-.46$ ; and modest correlation with job satisfaction as  $r=-.25$ . Madlock & Martin (2011) studied on a path model to find the linkage between communication, work alienation, job satisfaction and organizational commitment. As a result, they reached  $r=-.54$  correlation between alienation and organizational commitment and  $r=-.50$  correlation with between alienation and job satisfaction. Study conducted by Siron et al. (2016) tested work alienation as a mediator between LMX and job satisfaction and they supported their hypothesis by finding partial mediation of work alienation in the relationship between LMX and job satisfaction.

As similar the main study, confirmatory factor analysis was conducted for each the outcome variables separately. Model for job satisfaction and organizational commitment outcomes were investigated and results for both outcome variables indicated that four factor model showed good fit compared to any other models (combination of study variables) including one factor model. (See Table 3.6 / Table 3.7)

**Table 3.6.** Results of Confirmatory Factor Analysis (DV: Job Satisfaction)

Model	$\chi^2$	df	$\chi^2/df$	CFI	GFI	RMSEA
Four-factor model	1019.25	524	1.95	.91	.84	.05
One-factor model	1677.97	530	3.17	.79	.73	.09

**Table 3.7.** Results of Confirmatory Factor Analysis (DV: Org. Commitment)

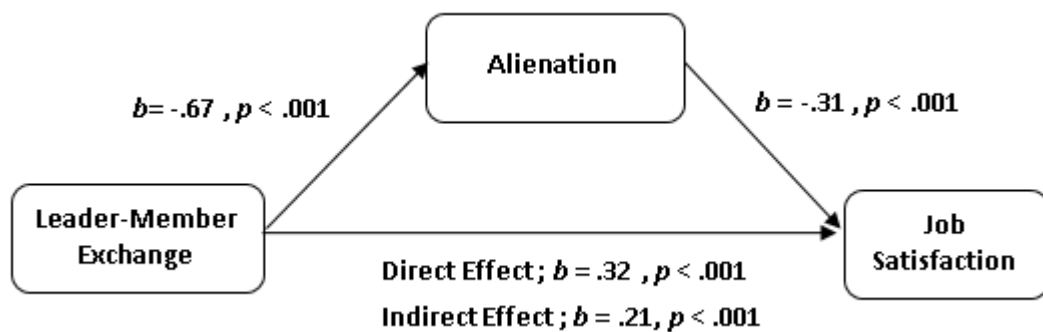
Model	$\chi^2$	df	$\chi^2/df$	CFI	GFI	RMSEA
Four-factor model	960.47	603	1.59	.94	.86	.05
One-factor model	1645.16	609	2.70	.83	.76	.08



Following the confirmatory factor analyses, as ancillary analysis, mediation and moderated mediation analysis were examined predicting job satisfaction and organizational commitment.

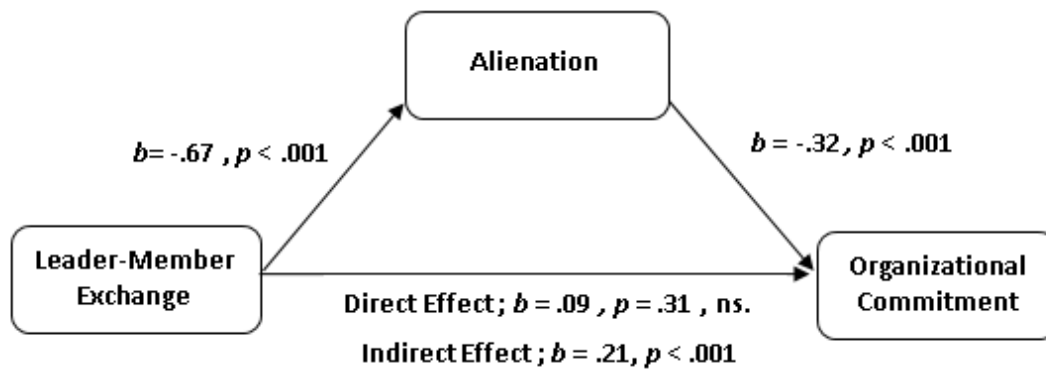
First, mediation analysis was repeated to observe alienation mediating effect on LMX-Job Satisfaction and LMX-Organizational Commitment relationship.

Based on mediation analysis results predicting job satisfaction, total effect of LMX on job satisfaction when alienation was eliminated from the model was found significant ( $b=.53, t(297)=8.54, p<.001$ ). Since LMX has positive  $b$  value, it can be inferred that as LMX quality increased, job satisfaction also increased (and vice versa). Also, alienation predicted job satisfaction significantly ( $b=-.31, t(296)=-7.27, p<.001$ ). However, alienation has negative  $b$  value so that as alienation feelings increased, job satisfaction of employees decreased (and vice versa).  $R^2$  value of .35 showed that 35% of the variance in job satisfaction can be explained by the proposed model. When alienation was included in the model, LMX significantly predicted job satisfaction ( $b=.32, t(296)=4.90, p<.001$ ) and indirect effect of LMX on job satisfaction was calculated as  $b=.21$  with 95% confidence interval of [.14, .28] meaning that effect was significant since confidence interval does not contain zero. According to these results, after including alienation in the model, LMX effect on job satisfaction was still significant which means that alienation partially mediates the effect of LMX on job satisfaction. As a result, mediation hypothesis for job satisfaction was partially confirmed.



**Figure 3.3.** Mediation Analysis with Outcome Variable: Job Satisfaction

Mediating effect of alienation on LMX-Organizational Commitment relationship was examined. Results of the analysis showed that total effect of LMX on organizational commitment is significant and positive ( $b=.30, t(297)=3.76, p<.001$ ) when alienation was not in the proposed model. Since the  $b$  is positive, as LMX quality increased, organizational commitment increased. Also, alienation significantly predicted organizational commitment ( $b=-.32, t(296)=-5.45, p<.001$ ). Relationship of alienation and organizational commitment was in the expected direction; as alienation increased, employees' organizational commitment decreased. However, when alienation was included in the model, effect of LMX on organizational commitment has weakened and turned into non-significant ( $b=.09, t(296)=1.02, p=.31$ ). This finding can be interpreted that alienation fully mediated the relationship between LMX and organizational commitment ( $b=.21, p<.001$ ).



**Figure 3.4.** Mediation Analysis with Outcome Variable: Organizational Commitment

Secondly, moderated mediation analysis was also repeated to observe whether alienation would mediate the interaction effect of LMX-Negative affectivity on LMX-Job Satisfaction and LMX-Organizational Commitment relationship. In this analysis, conditional indirect effect of LMX on job satisfaction and organizational commitment through alienation was examined on two values of negative affectivity just like in the previous moderated mediation analysis (one standard deviation above/below mean). For job satisfaction, results revealed that moderated mediation model is significant ( $b=-.05$ ) since 95% CI  $[-.10, -.004]$  does not contain zero. In addition, conditional mediation effect of alienation was stronger and significant at low level of NA, however effect was weakened at high level of NA as can be seen from the Table 3.8.

**Table 3.8.** Results of Moderated Mediation (DV: Job Satisfaction)

	Level	Conditional Indirect Effect	Boot SE	LL (95% CI)	UL (95%CI)
<b>Negative</b>	Low	.22	.05	.14	.34
<b>Affectivity</b>	High	.13	.03	.07	.20

CI =Confidence Interval; LL=Lower Limit; UL=Upper Limit; Bootstrap Sample Size=5000.

For organizational commitment, moderated mediation model was found to be significant ( $b=-.05$ ), 95% CI  $[-.11, -.001]$ . Conditional mediation effect of alienation was same as the job satisfaction and turnover intention outcomes: for low level of NA, mediation effect was stronger however as level of NA increases alienation effect was decreased.

**Table 3.9.** Results of Moderated Mediation (DV: Organizational Commitment)

	Level	Conditional Indirect Effect	Boot SE	LL (95% CI)	UL (95%CI)
<b>Negative</b>	Low	.23	.06	.13	.36
<b>Affectivity</b>	High	.13	.04	.07	.22

CI =Confidence Interval; LL=Lower Limit; UL=Upper Limit; Bootstrap Sample Size=5000.

## **CHAPTER 4**

### **DISCUSSION**

This chapter initially evaluates the results for the hypotheses based on findings in the existing literature. Then, implications of the current findings stated and also, limitations of the study and recommendations for future researches are provided.

Through the examined hypotheses in this study, aim was to explain and indicate the importance of qualified/unqualified relationship with leader, LMX on employees' feelings (alienation) and on an important outcome both for employees and organizations (turnover intention). A dispositional variable was also added which is negative affectivity to observe whether some employees are more inclined to be affected from leaders' attitude towards them.

#### **4.1. Major Findings**

Regarding the Hypothesis 1, study results indicated that LMX is negatively associated with alienation of employees. Employees who have good relationship and communication with their managers experienced alienation feelings less compared to employees with low quality LMX relationship with their leader. It was an expected result when studies in the literature are taken into consideration. In the study of Nair and Vohra (2010), for knowledge workers, lack of meaningful work, inability of work to allow for self-expression, and poor quality work relationships were found to be the strongest predictors of work alienation. As mentioned in the meta-analytical review of Martin, Thomas, Guillaume, Lee & Epitropaki (2016) low LMX relationships are formed because of the employment contract between employee and leader. Therefore, they focus on the economic exchanges and completion of work (Blau, 1964). Based on the views in the literature, high quality LMX relationships exist beyond the formal job contract. In this relationship, aim is to increase employee's ability and motivation to perform better. In high LMX relationships an employee and a leader have social exchange based on respect, affect, support and loyalty, and felt obligation (Uhl-Bien & Maslyn, 2003). As a result of this distinction, low quality LMX create negative feelings from employees' point of view and they may feel less valuable, less competent. While their colleague are given more resources by the leader, more

autonomy, more challenging and promoting tasks, they cannot see the same attention and effort from their leader. Therefore, they start to feel themselves powerless, socially isolated as an out-group, meaningless because of simple and monotonous tasks given by the leader and they don't find a meaning to obey the rules because of injustice feelings they encountered. Also, since they start to see their job as a tool for something else, they lost intrinsic motivation towards their job and experience self-estrangement. Limited literature studying LMX and alienation relationship confirm the findings of the current study. To sum up, when employees have low quality relationship with their leader, being in the out-group of the leader, they experienced alienation feelings more. However, when employees have qualified and more social relationship with their leader, they are less prone to alienation feelings.

Hypothesis 2 states that workplace alienation is positively associated with turnover intention and this hypothesis was also confirmed. As alienation feelings of employees increased, turnover intention increases also. It was not a surprising finding that feeling alienated may lead to intention to leave the job because employees cannot integrate themselves with their job, feel less valuable compared to their colleagues, it is very meaningful to search for a new opportunities. Bothma & Roodt (2012) studied antecedents of turnover intention by examining work-based identity and work engagement, alienation, helping behavior, and burnout. They found a strong and positive relationship between alienation and turnover intention. Du Plooy and Roodt (2010) worked on the predictive relationship of work engagement, burnout, organizational citizenship behavior and alienation with turnover intention on a multi-variate level. As a result they found that all predictor variables were uniquely contributed to the prediction of turnover intention but alienation contributing to the explanation of more variance in turnover intention. Tummers, Bekkers, Van Thiel and Steijn (2015) studied work alienation and policy alienation (powerlessness and meaninglessness) effects of turnover intention and work effort separately. They reached a significant result stating that employees who have alienation feelings at work are more inclined to look for another job. In a doctorate dissertation conducted in Turkey, it was found that alienation predicted intention to leave significantly (Erben, 2008). In the present study, mediational effect of alienation on the LMX and turnover intention was examined and the results indicated that there was a partial mediation.

Actually, this result was expected since LMX also had a significant negative relationship with turnover intention. In fact, LMX significantly predicted turnover intention and explained 18% of the variance in turnover intention alone. When alienation included in the model, which was also significant predictor of turnover intention, LMX effect on turnover intention decreased but was still significant. Also, LMX and alienation explained 36% of the variance in turnover intention. Alienation mediating effect between LMX and turnover intention was not assessed before by the extant literature.

Studies exist supporting the importance of the quality of LMX relationship in reducing turnover intention. Elanain (2014) studied LMX-turnover intention relationship and mediating effects of job satisfaction, organizational commitment and role conflict on this relationship. In this study it was found that LMX has significant and negative effect on the turnover intention. Additionally, their study results supported a mediated-effects of job satisfaction, organizational commitment and role conflict and stated that all three mediating variables have an impact the correlation between LMX and turnover intention. Maslyn and Fedor (1998) reported negative correlation between LMX and turnover intentions. Employees with better quality relationships with their leaders were less likely to leave their organizations. As a different point of view, Jordan and Troth (2011) studied LMX on a dimension level which are contribution, loyalty, professional respect and liking. All of the four dimensions were found to be significantly and negatively correlated with turnover intention of employees.

High-quality LMX relationship helps to decrease power distance between leaders and employees. Based on the strong bond with their leader, they become more comfortable in sharing ideas, job related doubts and also this bond helps them to reach meaningful resources easily. While out-groups, low quality LMX employees, don't have a chance to reach these resources, in groups seem more privileged. With in-groups, leaders become more willing to give recommendations, endorsements to help them through their career growth so they enjoy and adopt the job they have and do not think about leaving the organization (Adil & Awais, 2016).

Consequences of LMX can be seen as the antecedents of alienation in many dimensions. For example, when an important task will be assigned, in group employee

is preferred by the leader in order to contribute to the professional growth of that employee. In case of a challenging task, in-group employee becomes the first in mind of the leader because of the trust between the two. As a result of these types of leader behaviors, out-group employee experience role ambiguity and stay away from the emotional and instrumental resources of leader. Also, task variety of out-group employee decreases since they are given monotonous and routine tasks. They may not have autonomy on their job because they prefer not to share their innovative ideas. Since out-group cannot internalize the job, they cannot behave in a way to improve the job they conducted as they know that they don't have an appropriate and qualified communication level with their leader. Since leader give less importance to their development, feedback they received as a result of a job become more formal and superficial. All these issues related to job design, role ambiguity, and leader behaviors result in alienated feelings and so intent to leave (Chiaburu et al., 2014).

Another question answered in this study is that whether some people are more inclined to feel alienated as a result of their leader's behavior towards them. Hypothesis 4 in this study aimed at finding an answer for this issue. Negative feelings resulted from being low-quality LMX do not affect everyone in a same way. Some people are naturally better at coping with negative feelings and challenging situations. Some people are more resistant and motivated to cope with unwanted situations and attitudes. In the literature high negative affectivity is viewed as a kind of cognitive bias in interpreting and evaluating experiences encountered in life and at work (Levin & Stokes, 1989). High NA people are more inclined to focus on negative issues in social situations and emotionally unstable so while negative aspects of a situation affect their feelings intensively, positive aspects of a situation have less influence on their attitudes and behaviors (Moyle, 1995).

In this manner, negative affectivity is added to the model and found that if an employee high in negative affectivity, low LMX quality resulted in highest level of alienation. When high NA employee in out-group of a leader encountered with a situation where in group employee is given another challenging task or a motivating speech by the leader, becomes demotivated easily and experience hardness in coping with the situation.

Moderating effect of negative affectivity on LMX - alienation relationship was found significant and simple slopes analysis provided an understanding about the issue. When negative affectivity of employees is assessed as low and high (based on one standard deviation above the mean as high; one standard deviation below the mean as low), results indicated that for high NA employee effects of low quality LMX on alienation was higher than the low NA situation meaning that negative affectivity is an important dispositional factor in this relationship. Levin and Stokes (1989) defined NA as affective tendency and cognitive style which influences the evaluations and experiences of individuals regarding their job. High NA employees focus on negative cues in situations and they behave in an emotionally unstable way. As a result, positive aspects of the situation might have less impact on their attitudes and behaviors (Moyle, 1995). Since negative affectivity levels may determine evaluations and attitudes of employees for the situations encountered, negative affectivity is a crucial dispositional factor. Leader behaviors and attitudes towards employees differ based on the relationship quality. If an employee has low level of LMX quality, leader behaviors towards that employee would have detrimental effect on alienation feelings. However, moderation results indicated that for low level of NA, LMX quality's effect on alienation was stronger. It may be resulted from the fact that other than LMX quality, employees high in negative affectivity could be more sensitive any stimuli encountered at work (Larsen & Ketelaar, 1991). Nevertheless, it should not be overlooked that highest alienation was observed when low LMX quality was experienced by high NA employees.

Moderated mediation model proposed that mediating effect of alienation on relationship between LMX and turnover intention differs for people who differ on negative affectivity levels. Results indicated that moderated mediation model is significant and conditional mediation effect of alienation was stronger at low level of NA, however effect was weakened at high level of NA. Therefore, negative affectivity can be seen as one of the parameters affecting mediational role of alienation between LMX quality and turnover intention of employees.

If an employee is high in NA, they tend to focus on the negative aspects of themselves, their jobs, and the world in general (Watson & Clark, 1984). Low NA individuals do not see the situations as upsetting and stressful as high NA individuals.



They are more contented, calm, secure and satisfied with themselves and focus on positive attributes more (Chiu & Francesco, 2003). Based on these effects of NA level on individuals, it can be inferred that when employees' NA affectivity is high, mediating effect of alienation is lower on the LMX and turnover intention relationship but the relationship was still significant. This finding indicated that dispositional factors also have an impact on employees' reactions, feelings and so intentions in multiple ways. Hypothesis related to NA showed that NA is effective both as a moderator and as a moderator of mediator.

Individuals with high level of negative affectivity may be more inclined to feel bad more often compared to others and they may be perceived as detached, unfriendly and difficult to get on well (Herschovis, Turner, Barling, Arnold, Dupre, Inness, LeBlanc & Sivanathan, 2007; Watson & Clark, 1984). Watson and Clark (1984) defined negative affectivity as stable and ongoing dispositional trait and it is also mentioned that high NA employees are more likely to experience distress, discomfort and dissatisfaction regardless of the environment. Based on this definition, it can be inferred that negative affectivity is a stable trait rather than a state changing based on environmental factors. Findings indicated that high NA employees were affected most from low LMX quality and high LMX could not be enough to remove alienation feelings of employees completely. The reason could be that high NA employees are not much malleable by the environment and they can be affected any negative situations and attitudes they encountered. However, related to negative affectivity, any study was found investigating these variables in the literature.

#### **4.2. Discussion of the Findings about Exploratory Analysis**

Mediation and moderated mediation analysis were conducted for the job satisfaction and organizational commitment outcome variables separately. In this part, these results will be discussed.

When job satisfaction examined in the model as dependent variable, mediating effect of alienation was found significant and effect size was -.21. While explained variance on job satisfaction by LMX is 22%; when alienation included in the model explained variance by the model increased to 35% which indicates that alienation is a good variable for this relationship. Also, effect of LMX on job satisfaction decreased

to .32 with alienation in the model however LMX was still significant therefore, partial mediation supported. This finding is in line with the findings of Siron et al. (2016); they also found partially mediating effect of alienation on the LMX - Job Satisfaction relationship.

Moderating effect of NA on the LMX-Alienation-Job Satisfaction relationship was also examined. It was found that for low levels of NA mediating effect of alienation on LMX-Job Satisfaction relationship was stronger and effect has weakened at the higher levels of NA but still significant. As a result, it may be inferred that NA levels has an impact on the alienation and job satisfaction of employees. Moderated mediation relationship could be interpreted as low NA strengthened the relationship between LMX and alienation and thus enhanced the strength of the mediating mechanism of alienation underlying the relationship between LMX and job satisfaction.

For organizational commitment, it was found that alienation fully mediated the relationship between LMX quality and organizational commitment and it was also only full mediation finding in this study. Finally, moderating effect of NA level on the mediational effect of alienation between LMX and organizational commitment relationship was investigated. Moderated mediation model was found significant and same with job satisfaction. As low NA strengthened the relationship between LMX and alienation and thus enhanced the strength of the mediating mechanism of alienation underlying the relationship between LMX and organizational commitment.

#### **4.3. Implications for Practice**

Findings of the study have crucial practical implications. Firstly, findings of the study showed that relationship quality with leader is very important for the individual and organizational level outcomes. All the outcome variables are very effective on the performance of the organizations. Organizations never want employees who have an intent to leave, dissatisfied or not committed to organizational goals, values or bonds. At this point findings show the importance of communication between leader and subordinate. Therefore, organizations should focus on the social and emotional competencies of their leaders and candidate leaders. Also, leaders should be aware of their actions and whether they are differentiating as high and low LMX in relationship

with their employees. They should be fair while assigning tasks, providing guidance or giving autonomy to their employees. It is important to not to demotivate someone while motivating and improving the other. Organizing training programs for managers for team management, effective communication or active listening skills could be another option for organizations to prevent negative consequences of having alienated employees.

Other implication is related to negative affectivity issue because this study showed negative affectivity's moderating effect. Results showed that for employees high in NA, effect of low quality LMX is stronger to lead alienation feelings. Since these employees are more likely to experience negative emotions and less likely to manage negative conditions, recruitment and selection processes should be carefully reviewed. If number of employees high in negative affectivity is higher in a team, project group or department, it may affect other members of the team in a negative way and as a result their performance, motivation and satisfaction may decrease. Leaders also should be aware of these employees and they need to know how to manage the situation. In order to improve performance of the team, leaders should learn how to form high quality LMX with all subordinates. For this purpose, leaders should be given trainings such as communication with subordinates, providing performance feedback or coaching/mentoring.

Popper and Lipshitz (1993) indicated three components to a successful leadership development program and one of the components is to develop leadership skills. Leadership skills are defined as skills that leaders use while interacting with their followers. These leadership skills could be oral and written presentation, managing group meetings, interviewing, and giving feedback. According to Popper and Lipshitz (2013) improving leadership skills may be related to increase the effectiveness of the interpersonal relationships between leaders and followers, and therefore, it increases subordinates' motivation. Also a recent study in leadership training indicated that spending considerable amount of money on leadership training and development have a positive impact on organizational performance supporting that leadership training and development are necessary and critical for organizational success (Seidle, Fernandez & Perry, 2016). Since leadership trainings to improve leadership skills has important consequences for organizational performance and

subordinate motivation, organizations should pay attention to provide required and appropriate training programs for both present leaders and future leaders.

#### **4.4. Limitations of the Study and Recommendations for Future Research**

This study aimed at indicating the importance of relationship quality with the leader on the feelings of employees and so important outcomes for the organizations such as turnover intention, job satisfaction and organizational commitment. In addition, it is also examined whether dispositional factors have an effect on these proposed relationships and negative affectivity was chosen since negative affectivity determines whether an individual could manage or cope with negative situations and behaviors.

There are several limitations for the current study. First of all, data for this study were collected from one company and only one sector, so generalizability of the results could be problematic. Study results may not be generalized to other industries. Therefore, it will be beneficial for the literature to replicate these findings by including samples from different industries, cities or even countries. In addition, this study only focused on white-collar employees, results could be totally different for the blue-collar employees since their expectations or attitudes towards relationship with leader may change substantially. Secondly, although common method variance was controlled and found that it has no inflated effect on the relationships, all data were collected from same sources and as self-report. For the future research, current findings may be replicated by collecting data from different sources such as views of the leader in terms of LMX. Moreover, based on an interesting quote encountered in the surveys, there may be very different attitudes related to turnover intention. Although, an employee has low LMX and feels like alienated, s/he may not answer turnover intention questions because of the other opportunities provided by the organizations such as pay, reputation. It would be better to add different control variables such as satisfaction with pay.

Also, group size may be important while measuring LMX and alienation. In small teams, leader behaviors or being in the in-group of leader could be more important for the employees. In addition, effects of having low quality LMX relationship could be more demotivating in small teams while in larger groups it could

be more negligible. Therefore, team size could be another variable that could be controlled. However, for this study sample, it was not possible to gather team information because of the anonymity reasons. Participants would not be willing to participate if they were asked to provide information related to their team. Lack of comparability of findings could be mentioned as another limitation. Studies combining these variables and measuring the relationship between them is little if any. Therefore, it was hard to compare the findings and see whether they are in line with the previous studies.

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## APPENDICES

### A: APPROVAL OF METU HUMAN SUBJECTS ETHICS COMMITTEE

UYGULAMALI ETİK ARAŞTIRMA MERKEZİ  
APPLIED ETHICS RESEARCH CENTER



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20 Şubat 2019

Konu: Değerlendirme Sonucu

Gönderen: ODTÜ İnsan Araştırmaları Etik Kurulu (İAEK)

İlgi: İnsan Araştırmaları Etik Kurulu Başvurusu

Sayın Prof.Dr. Reyhan BİLGİÇ

Danışmanlığını yaptığınız *Aylin CAN'ın "Beyaz Yaka Çalışanlarda Lider-Üye Etkileşimi ve İşten Ayrılma Eğilimi İlişkisi: İşe Yabancılaşmanın Rolü"* başlıklı araştırması İnsan Araştırmaları Etik Kurulu tarafından uygun görülmüş ve 2017 SOS-157 protokol numarası ile onaylanmıştır.

Saygılarımızla bilgilerinize sunarız.

Prof. Dr. Tülin GENÇÖZ

Başkan

Prof. Dr. Ayhan SOL

Üye

Prof. Dr. Ayhan Gürbüz DEMİR

Üye

Prof. Dr. Yaşar KONDAKÇI (4.)

Üye

Doç. Dr. Emre SELÇUK

Üye

Doç. Dr. Pınar KAYGAN

Üye

Dr. Öğr. Üyesi Ali Emre TURGUT

Üye

## B: QUESTIONNAIRE OF THE MAIN STUDY

### Gönüllü Katılım Formu

#### AÇIKLAMA

Bu çalışma, ODTÜ Endüstri ve Örgüt Psikolojisi bölümü öğrencilerinden Aylin CAN tarafından, ODTÜ Psikoloji bölümünden Prof. Dr. Reyhan BİLGİÇ danışmanlığında yürütülen bir yüksek lisans tezi çalışmasıdır. Çalışmanın amacı, çalışanların yöneticileri ile oluşturdukları ilişkinin kalitesinin çalışanlar üzerinde yarattığı birtakım sonuçların incelenmesidir.

Çalışmaya katılım tamamıyla gönüllülük temelindedir. Çalışma süresince, sizden kimlik belirleyici hiçbir bilgi istenmemektedir. Cevaplarınız tamamıyla gizli tutulacak ve sadece araştırmacı tarafından değerlendirilecektir; elde edilecek bilgiler bilimsel yayımlarda kullanılacaktır.

Çalışma sırasında doldurulması talep edilecek anketler, genel olarak kişisel rahatsızlık verecek herhangi bir ayrıntı içermemektedir. Ancak, katılım sırasında sorulardan ya da herhangi başka bir nedenden ötürü kendinizi rahatsız hissederseniz çalışmayı yarıda bırakmakta serbestsiniz. Bu çalışmadan elde edilen bilgiler sadece bilimsel amaçlı araştırma ve yazılarda kullanılacaktır. Çalışmanın sonuçlarını öğrenmek ya da bu araştırma hakkında daha fazla bilgi almak için aşağıdaki isimlere başvurabilirsiniz.

Bu araştırmaya katıldığınız için tekrar çok teşekkür ederiz.

**Araştırmacı:** Aylin CAN (Tel: 0 554 729 61 40; E-posta: aylinn\_can@yahoo.com)

**Tez Danışmanı:** Prof. Dr. Reyhan BİLGİÇ (Oda: B- 241; Tel: (0312) 210 31 85; E-posta: [rey@metu.edu.tr](mailto:rey@metu.edu.tr))

**Lütfen anketi doldurmaya başlamadan önce ölçeklerin başında yer alan açıklamaları dikkatlice okuyunuz. Anketi eksiksiz olarak doldurmanız ve sorulara içtenlikle cevap vermeniz araştırmamızdan sağlıklı bilgiler edinebilmemiz için çok önemlidir.**

### Positive and Negative Affectivity Scale

Bu ölçek farklı duyguları tanımlayan birtakım sözcükler içermektedir. Aşağıda yer alan bu duyguları <b>ne sıklıkla</b> hissettiğinizi işaretleyiniz.		1=Çok Az veya Hiç 2= Biraz 3=Ortalama 4=Oldukça 5= Çok Fazla				
1.	İlgili	1	2	3	4	5
2.	Sıkıntılı	1	2	3	4	5
3.	Heyecanlı	1	2	3	4	5
4.	Mutsuz	1	2	3	4	5
5.	Güçlü	1	2	3	4	5
6.	Suçlu	1	2	3	4	5
7.	Ürkmüş	1	2	3	4	5
8.	Düşmanca	1	2	3	4	5
9.	Hevesli	1	2	3	4	5
10.	Gururlu	1	2	3	4	5
11.	Asabi	1	2	3	4	5
12.	Atik	1	2	3	4	5
13.	Utanmış	1	2	3	4	5
14.	İlhamlı	1	2	3	4	5
15.	Sinirli	1	2	3	4	5
16.	Kararlı	1	2	3	4	5
17.	Dikkatli	1	2	3	4	5
18.	Tedirgin	1	2	3	4	5
19.	Aktif	1	2	3	4	5
20.	Korkmuş	1	2	3	4	5

### Leader Member Exchange Scale

Aşağıdaki ifadeler, lider-üye ilişkileriyle ilgilidir. <b><u>Doğrudan bağlı olduğunuz ve birlikte çalıştığınız yöneticiniz ile (müdürünüz/amiriniz) ilişkileriniz</u></b> açısından aşağıdaki ifadelerden size göre en uygun olan seçeneği işaretleyiniz.		1=Kesinlikle katılmıyorum 2=Katılmıyorum 3=Kararsızım 4=Katılıyorum 5=Kesinlikle katılıyorum				
1.	Kişi olarak yöneticim beni beğenir.	1	2	3	4	5
2.	Yöneticim insanların arkadaş olmak isteyeceği bir kişi olduğumu düşünür.	1	2	3	4	5
3.	Yöneticim, benimle çalışmaktan memnundur.	1	2	3	4	5
4.	Konu hakkında tam bilgim olmasa bile, yöneticimin verdiği kararları savunurum.	1	2	3	4	5
5.	Yöneticim, iş hakkındaki bilgi düzeyimi beğenir.	1	2	3	4	5
6.	İstemediğim bir hata yaparsa, yöneticimi başkalarına karşı savunurum.	1	2	3	4	5
7.	Yöneticimin sağladığı destek ve kaynaklar olması gerekenden fazladır.	1	2	3	4	5
8.	Yöneticim, işle ilgili hedeflerime ulaşmam için normalde olması gerekenden daha fazla çaba göstermektedir.	1	2	3	4	5
9.	Başkaları tarafından eleştirildiğinde yöneticimi savunurum.	1	2	3	4	5
*10.	Yöneticim, gerektiğinde bana yardım etmek için çok çalışmayı sorun etmez.	1	2	3	4	5
11.	Yöneticim, iş hakkındaki bilgi ve yeteneklerime saygı duyar.	1	2	3	4	5
12.	Yöneticim, mesleki becerilerimi takdir eder.	1	2	3	4	5

*\*Lider Üye Etkileşimi ölçeğinde yer alan Madde 10 bu çalışmada kullanılmamıştır.*

### Work Alienation Scale

<p>Aşağıda işe ilişkin tutumları ifade eden maddeler yer almaktadır. Her bir ifadeye <b><u>ne kadar katıldığınızı gösteren size göre en uygun olan</u></b> seçeneği işaretleyiniz.</p>		<p>1=Kesinlikle katılmıyorum 2=Katılmıyorum 3=Kararsızım 4=Katılıyorum 5=Kesinlikle katılıyorum</p>				
1.	İşyerimde yaptığım işten zevk almıyorum, sadece para almak için zaman geçiriyorum.	1	2	3	4	5
2.	İşyerimde günlük yaptığım işlerimle yüzleşmek sıkıcı bir deneyim.	1	2	3	4	5
3.	Benim için çalışmak daha çok bir angarya ya da yük gibidir.	1	2	3	4	5
4.	Keşke başka bir iş yapıyor olsaydım...	1	2	3	4	5
5.	Yıllar içinde işim hakkında hayal kırıklığına uğradım.	1	2	3	4	5
6.	İşimde daha iyisini yapma çabası hissetmiyorum.	1	2	3	4	5
7.	İşyerimde çevremde olan olaylara bağlılık hissetmiyorum. (Dünya yansa umrumda değil)	1	2	3	4	5
8.	İşyerimde kendimden kopuk / uzaklaşmış hissediyorum.	1	2	3	4	5

### Job Satisfaction Scale

Aşağıda işiniz ve işyerinize ilişkin duygularınız ile ilgili ifadeler yer almaktadır. Bu ifadelerden size <b>en uygun olan</b> seçeneği işaretleyiniz.		1=Kesinlikle katılmıyorum 2=Katılmıyorum 3=Kararsızım 4=Katılıyorum 5=Kesinlikle katılıyorum				
1.	Kurum politikalarının uygulanma tarzından oldukça memnunuz.	1	2	3	4	5
2.	Yöneticimin çalışanlarına davranış tarzından oldukça memnunuz.	1	2	3	4	5
3.	Yaptığım işe karşılık aldığım ücretten oldukça memnunuz.	1	2	3	4	5
4.	İşyerimdeki çalışma koşullarından oldukça memnunuz.	1	2	3	4	5
5.	Bu kurumda çalışmaktan oldukça memnunuz.	1	2	3	4	5
6.	Genel olarak yaptığım işi seviyorum.	1	2	3	4	5

### Organizational Commitment Scale

Aşağıda çalıştığınız mevcut işyerinize dair duygu ve düşünceler ile ilgili ifadeler yer almaktadır. Bu ifadelerden size <b>en uygun olan</b> seçeneği işaretleyiniz.		1=Kesinlikle katılmıyorum 2=Katılmıyorum 3=Kararsızım 4=Katılıyorum 5=Kesinlikle katılıyorum				
1.	Bu kuruma karşı güçlü bir aidiyet hissim var.	1	2	3	4	5
2.	Kendimi bu kuruma duygusal olarak bağlı hissediyorum.	1	2	3	4	5
3.	Bu kurumun bir çalışanı olmanın gurur verici olduğunu düşünüyorum.	1	2	3	4	5
4.	Şu anda bu kurumdan ayrılacak olsam hayatım büyük ölçüde alt üst olur.	1	2	3	4	5
5.	Yeni bir işyerine alışmak benim için zor olurdu.	1	2	3	4	5
6.	Başka bir işyerinin buradan daha iyi olacağının garantisi yok, burayı hiç olmazsa biliyorum.	1	2	3	4	5
7.	Bu kurumdan şimdi ayrılısam kendimi suçlu hissederim.	1	2	3	4	5
8.	Bu işyerinden ayrılıp burada kurduğum kişisel ilişkileri bozmam doğru olmaz.	1	2	3	4	5
9.	Bu kuruma sadakat göstermenin görevim olduğunu düşünüyorum.	1	2	3	4	5



### Turnover Intention Scale

Aşağıda işiniz ve işyerinize ilişkin duygularınız ile ilgili ifadeler yer almaktadır. Bu ifadelerden size <b><u>en uygun olan</u></b> seçeneği işaretleyiniz.		1=Kesinlikle katılmıyorum 2=Katılmıyorum 3=Kararsızım 4=Katılıyorum 5=Kesinlikle katılıyorum				
1.	Bu işyerinde insanlar sık sık ayrılmayı düşünüyorlar.	1	2	3	4	5
2.	Sık sık işten ayrılmayı düşünüyorum.	1	2	3	4	5
3.	Başka bir iş bulur bulmaz bu işten ayrılacağıma eminim diyebilirim.	1	2	3	4	5
4.	Bir yıl içinde büyük bir olasılıkla başka bir işe başlamış olacağım.	1	2	3	4	5
5.	Başka bir şirkette yeni bir iş arıyorum.	1	2	3	4	5

## Demographic Information

Daha önce de belirtildiği gibi ankette yer alan sorulara verdiğiniz cevaplar sadece bilimsel amaçlı kullanılacaktır. Kimliğiniz tamamen gizli tutulacaktır. Lütfen aşağıdaki kişisel bilgiler kısmını doldurunuz.

Cinsiyet: K ☐ E ☐

Yaş:

20-30 ☐

31-40 ☐

41-50 ☐

51+ ☐

Eğitim Durumu:

Meslek Yüksek Okulu ☐

Lisans ☐

Yüksek Lisans ☐

Doktora ☐

Kaç yıldır bu işyerinde çalışıyorsunuz?

0-5 ☐

5-10 ☐

10-15 ☐

15+ ☐

Yöneticiniz ile iyi ilişki kurmak sizin için ne kadar önemlidir?

Hiç önemli değil ☐

Önemli değil ☐

Biraz önemli ☐

Önemli ☐

Çok önemli ☐

*Çalışmama sağladığınız değerli katkılar için teşekkür ederim.*

## C: TURKISH SUMMARY / TRKE ZET

### Giriř

Gnmzde kurumların rekabetini srdrebilmesi iin nem vermesi gereken konuların bařında potansiyeli yksek alıřanları semek ve bu kiřileri kuruma en faydalı olabilecek řekilde uygun pozisyonları yerleřtirmek gelmektedir. Ancak, yetenekleri bulmak ve yerleřtirmek kadar onların kurum ierisinde kalmasını saęlamak da gzden kaırılmaması gereken bir konu haline gelmiřtir. Bu nedenle, kurumlar iřten ayrılma olasılıęını dřrmek zerine alıřmaktadırlar. Tett ve Meyer meta-analiz alıřmasında (1993) iřten ayrılma davranıřının en gl yordayıcısının iřten ayrılma niyeti olduęu ve iř tatmini ile iř baęlılıęının iřten ayrılma niyeti takip ettięini ne srmřtir. Bu grře ek olarak Griffeth, Hom ve Gartner (2000) alıřmalarında iřten ayrılma olasılıęını belirleyen en nemle faktrn iřten ayrılma niyeti olduęu sonucuna ulařmıřlardır.

Bu noktada iřten ayrılma niyetine sebep olan faktrlerin arařtırılması gerekmektedir. Literatrde iř zellikleri, iř arkadaşları ile iliřkiler, liderlik stilleri, yař ve řirkette alıřma sresinin iřten ayrılma niyeti zerinde etkileri olduęu kanıtlanmış; aynı zamanda iř tatmini, kurumsal aidiyet ve kurumsal zdeřleřmenin iřten ayrılıř ve ayrılma niyetini ters ynl etkiledięi bulunmuřtur (Chang, Wang & Huang, 2013; Meyer, Stanley, Herscovitch & Topolnytsky, 2002; Van Dick vd., 2004). Sz konusu alıřmanın deęiřkenleri olan Lider-ye etkileřimi iřten ayrılma niyeti ile negatif ynl iliřkili iken iře yabancılařmanın pozitif ynl iliřkili olduęu bulunmuřtur (Gerstner and Day, 1997; Graen, Liden & Hoel, 1982; Griffeth, Hom ve Gartner, 2000; Chiaburu, Thundiyil & Wang, 2014; Golden, Veiga & Dino, 2008).

Bu alıřmanın amacı, lider-ye etkileřimi (LE) ile iřten ayrılma niyeti arasındaki iliřkiyi incelemek, bu iliřkide iře yabancılařmanın aracı rolnn olup olmadıęını arařtırmaktır. Aynı zamanda, alıřanların negatif duygulanımının yksek olmasının bu iliřkiyi glendirip glendirmedięi sorgulanmaktadır.

Bu alıřmanın daha nce birarada alıřılmamıř deęiřkenleri irdeleyerek mevcut yazına katkı saęlayacaęı dřnlmřtir. İlk olarak, literatrde kısıtlı da olsa LE ve iřten ayrılma niyeti iliřkisini inceleyen alıřmalar bulunmaktadır. Ancak iře yabancılařma deęiřkeninin aracı rol de bu alıřmada incelenmiřtir. Aynı zamanda

çalışmada negatif duygulanım değişkenin kullanılması bu ilişkinin çalışanların duygusal durumlarının bu ilişkiyi güçlendiren/zayıflatan etkisi olup olmadığı tartışılmıştır.

### **Lider Üye Etkileşimi**

Geniş bir çalışma alanına sahip olan liderlik konusu ile ilgili literatürde sayısızca çalışma, tanım, model ve teori bulunmaktadır. En genel tanımı ile iyi bir lider, çevresindeki kişileri etkileme ve belirlenmiş hedefler doğrultusunda bu kişileri yönlendirme yeteneği olan kişi olarak tanımlanmaktadır (Robbins & Judge, 2014; Yukl & Van Fleet, 1992).

Liderlik ile ilgili ilk ortaya atılan teoriler tek tip bir liderlik olduğu görüşünde olup zaman içerisinde teoriler çeşitlilik göstermeye başlamıştır. Modern teorilerin ortaya çıkması ile birlikte yönetici ve çalışan arasında sosyal ilişkinin kalitesini temel alan Lider Üye Etkileşimi teorisi gündeme gelmiştir. İlk başta LÜE teorisi “vertical dyadic linkage” olarak adlandırılmış ve yönetici çalışan arasındaki ilişkinin yönetici kaynaklı başlayan ve hiyerarşik olarak yönetilen bir bağ olduğu iddia edilmiştir. Tek boyutlu olarak değerlendirilen bu yapı teorisinin gelişmesi ile birlikte çoklu bir yapıya dönüşmüştür.

Tek boyutlu bir yapı olarak LÜE rol teorisine dayanmaktadır. Çalışanlar yöneticileri tarafından verilen farklı görevler kapsamında bir teste tabi tutulurlar ve başarı göstermeleri durumunda yönetici ile söz konusu çalışan arasında güven ve yeterliliğe dayalı bir ilişki gelişmeye başlar. Söz konusu ilişkin tamamen iş ile ilgili konular düzeyinde başlar ve çalışanın güvenilir bir izlenim vermesi ile devam eder. Bu süreç sonunda, kaliteli bir lider üye ilişkisi oluşturulur ve ilgili çalışana daha fazla sorumluluk, daha zorlayıcı ve geliştirici görevler verilir. İlerleyen yıllarda, alanda yapılan çalışmalar işe LÜE’nin çok boyutlu bir yapısı olduğu öne sürülmüş ve sadece rol teorisinden değil aynı zamanda sosyal değişim teorisinden oluştuğu görüşü sunulmuştur. Bu doğrultuda teori algılanan katkı, duygusal etkileşim ve sadakat olarak üç boyutta incelenmiş, daha sonra profesyonel saygı boyutu bu modele eklenmiştir. Bu yapıya göre bu dört boyut “currencies of exchange” olarak adlandırılır ve hem çalışan hem de yönetici tarafından bu boyutlar ile ilgili göstergeler ilişkinin geliştirilmesinde ortaya konmalıdır.

Lider-Üye Etkileşimi teorisine göre, bu ilişkinin gelişmediği ve düşük seviyede kaldığı durumlarda yönetici ile çalışan arasında resmi bir ilişki oluşur ve olması gerektiği kadar bir diyalog gelişir. Bu durumdaki çalışanlar iş tanımlarından yer alan görevler dışında sorumluluk alamaz ve yöneticileri tarafından sağlanan olanaklardan ve kaynaklardan da daha az faydalanırlar. Yönetici ve çalışan arasındaki ilişki sadece iş anlaşmasının getirdiği bir zorunluluk olarak görülür ki, bu da çalışanların kendisini yabancılaşmış hissetmesine neden olabilir. Bunun tersi olarak yönetici ve çalışan arasından yüksek seviyede bir etkileşim oluştuğunda; yöneticiler bu çalışanları daha fazla destekler ve daha fazla kaynak sağlarlar. Bu durumda çalışan daha fazla çaba sarfeder, hedeflere daha fazla katkı sağlar ve karşılığında yöneticisi tarafından daha fazla takdir ve ödüle ulaşma şansını yakalar. Yöneticilerin hangi çalışanlar ile güçlü bağlar kurduğuna, hangileri ile mesafeli bir ilişki kurduğuna dair net bir görüş bulunmamakla beraber benzer demografik özelliklere (cinsiyet, yaş vb.) , zevklere, görüşlere ve kişilik özelliklerine sahip olan yönetici ve çalışanların lider-üye etkileşiminin yüksek kalitede olduğunu belirttiği görülmektedir (Robbins & Judge, 2014).

Lider-Üye Etkileşiminin hem bireysel hem de örgütsel boyutta ciddi etkileri bulunmaktadır. Lider-Üye Etkileşiminin yüksek olması ile iş tatmini, örgütsel bağlılık, çalışan iş performansı, örgütsel vatandaşlık davranışı, inovasyon ve kurumsal iletişim arasında doğru orantılı bir ilişki olduğu bulunmuş ancak işten ayrılma niyetini ve işten ayrılma davranışını ters yönlü etkilediği görülmüştür (Gerstner and Day, 1997; Liden et al., 1997; Golden & Veiga, 2008).

Bu çalışmada, işten ayrılma niyeti, Lider-Üye Etkileşimi kalitesinin sonucu olarak değerlendirilmiş ve bu ilişkide yabancılaşmanın aracı rolü test edilmiştir. Literatürde liderlik stillerinin yabancılaşma üzerinde etkisini inceleyen çalışmalar olsa da bu konuyu LÜE temelinde ele alan çalışmalar çok kısıtlıdır. Lider üye ilişkisinin yüksek kalitede olduğu durumlarda çalışan yaptığı iş üzerinde daha fazla sorumluluk sahibi olabilir, daha fazla otonomi kullanabilir ve bu doğrultuda yapmakta olduğu işleri sahiplenerek sonuçlandırır. Bu durumdaki çalışanlar yöneticilerinin desteğini ve takdirini daha fazla hissederler. Ancak tam tersi olduğu durumda, çalışan tüm bu olumlu tutumdan uzak kalacağı için kendini yabancılaşmış hissederek yeni

alternatifler aramaya yönelebilir, işi ile ilgisi tatmin duygusu ve kurumuna olan bağlılığı zarar görebilir. Bu çalışmada bu ilişki test edilmiştir.

### **İşe Yabancılaşma**

Yabancılaşma tarihte ilk kez Hegel tarafından tanımlanmış olup işe yabancılaşma olarak 1950 yıllarda çalışılmaya başlanmıştır. İşe yabancılaşma Kanungo tarafından çalışanların işlerinden uzaklaşmalarına sebep olan bir psikolojik durum olarak tanımlanmış ve kaçınılabilecek ve kaçınılması gereken bir tür rahatsızlık olarak açıklanmıştır. Kanungo'ya göre yabancılaşmış hisseden çalışanlar bilişsel olarak işlerinden kopar, olası hatalardan dolayı sıklıkla olumsuz duygular ve endişe hisseder ve yapmakta oldukları işe karşı ilgilerini kaybederler (1992). İşe yabancılaşma konusunda detaylı bir çalışma da Seeman (1956) tarafından yürütülmüş, tek boyut yerine çok boyutta incelenmesi gereken bir konu olarak değerlendirilmiştir. Buna göre işe yabancılaşmanın güçsüzlük, anlamsızlık, normsuzluk, yalıtılmışlık ve kendine yabancılaşma boyutları bulunmaktadır. 1981 yılında Mottaz tarafından yapılan çalışmada ise güçsüzlük, anlamsızlık ve kendine yabancılaşma boyutlar iş ile alakalı bulunurken yalıtılmışlık ve normsuzluk boyutlarının çevresel faktörlerden kaynakladığı değerlendirilmiştir. İşe yabancılaşma ile ilgili çalışmalarda ise gerekli düzenlemeler ile Seeman'ın yaklaşımı ile beş boyut esas alınmaktadır.

**Güçsüzlük:** İş üzerinde kontrolü olmayan ve çabalarının iş sonuçları üzerinde etkisi olmadığını hisseden çalışanlar kendilerini güçsüz olarak görürler. Otonominin düşük olması ve karar verme süreçlerinde yer alamamak da bu düşüncelerin ortaya çıkmasına sebep olabilir. Güçsüzlük boyutunun etkilerini hisseden çalışanların kurumlarına bağlılığının ve yaşam doyumunun azaldığını gösteren çalışmalar bulunmaktadır (Tutar, 2010).

**Anlamsızlık:** Kurum içerisinde rolünü ve fonksiyonu bilmeyen, kurum için önemini ve kurum hedeflerine katkısını görmeyen, çalışanlar anlamsızlık hislerine kapılabilir. Monoton ve zorlayıcı olmayan, çalışanı geliştirmeyen işler de bu duygunun ortaya çıkmasına sebep olabilir. Anlamsızlık duygusunun kendine yabancılaşma boyutu üzerinde de etkili olduğu bulunmuştur (Sarros, Tanewski, Winter, & Santora, 2002).

**Normsuzluk:** Normsuzluk boyutu kapsamında çalışanlar kendilerini kurumsal norm ve prosedürlere entegre edemezler ve bu nedenle kural dışı davranışlarda

bulunabilirler. Kuralların etkisini kaybetmesi ile hedeflere ulaşmak için norm dışı davranışlar sergilenebilir. Yöneticiye olan bağlılığın az olması ve iş arkadaşları ile güvenilir ilişkiler olmayışı bu boyutun oluşmasında etkili görülmektedir (Merton, 1968).

**Yalıtılmışlık:** Yalıtılmışlık boyutunda çalışanlar kendilerini sadece iş arkadaşları, astları ve yöneticilerinden değil örgütsel hedeflerden de soyutlarlar. İş çevresinde diğer kişilerle etkileşim kurmakta zorlandıkları için iletişim problemleri ortaya çıkar. Mottaz (1981) tarafından çevresel bir faktör olarak görülen bu boyutun lider etkisi ve liderlik stilleri ile ortaya çıkmasının azaltılabileceğini gösteren çalışmalar bulunmaktadır (Chiaburu et al. 2014).

**Kendine Yabancılaşma:** Çalışanların kendilerinden bekledikleri performansı yaptıkları işte gösteremedikleri bir durumda ortaya çıkar. İşlerini sıkıcı bulur ve sadece belli amaçları gerçekleştirmek için bir araç olarak görürler. Bu durum içsel motivasyonlarını kaybetmelerine ve işi benimsemekte problem yaşamalarına neden olabilir. Yaratıcılığın azalması, yeni işlerde yer almada isteksizlik, iş ile ilgili konularda kendilerini geliştirmekten uzak durma gibi durumlar kendine yabancılaşmanın bir sonucu olarak görülmektedir (Tanrıverdi & Kahraman, 2016; Yang, Yang, & Kawachi, 2001).

İşe yabancılaşmanın öncülleri ve sonuçları konusunda yapılan bir meta analiz çalışmasında rol çatışması, rol belirsizliği, yüksek otorite ve hiyerarşinin varlığı ve merkeziyetçilik yabancılaşma duygularının ortaya çıkması ile pozitif yönde bağlantılı bulunmuştur. Bunun yanı sıra iş çeşitliliği, geribildirim, destekleyici liderlik, işin önemliliği ve kimliği, otonominin yüksek olması gibi değişkenlerin işe yabancılaşma ile ters yönlü bağlantısı olduğu görülmüştür. İşe yabancılaşmanın sonuçları da iş tatmini, örgütsel bağlılık, işi benimseme ve performansta düşüşe sebep olduğu ve işten ayrılma niyeti, tükenmişlik, işe devamsızlık ve sağlık sorunlarının oluşmasında etkili olduğu öne sürülmüştür (Chiaburu et al., 2014).

### **Lider Üye Etkileşimi ve İşe Yabancılaşma İlişkisi**

Bu çalışmaya konu olan bu iki değişkenin birbirleri ile olan ilişkisi incelendiğinde genel olarak yönetici ile olan ilişkinin kalitesinin düşük veya yüksek olmasının işe yabancılaşmanın boyutlarının oluşmasını tetikleyeceği ve yabancılaşma

duygularının ortaya çıkacağı öngörülmüştür. Yöneticisi ile iyi ilişkiler kuran çalışanların öncelikle bu ilişkiyi gören ancak dışında kalan çalışanların yalıtılmışlık hissine kapılmasına sebep olabilir. Aynı zamanda yöneticiler kaliteli bir iletişim oluşturdukları çalışanları daha fazla destekleyeceği ve güven duygusu ile daha fazla sorumluluk vereceği için diğer çalışanların işin bütününde etkisini görememesine, kendini önemsiz hissetmesine, böylece anlamsızlık ve güçsüzlük boyutlarının ortaya çıkmasına neden olabilir. Aynı zamanda eşit bir şekilde kaynak, iş, görev dağılımı olmadığını görmek adaletsizlik duygularına ve sonucunda normsuzluk hissine kapılmasına yol açabilir (Tanrıverdi & Kahraman, 2016). Çalışan yöneticisi ile iş gerekliliklerini aşan güvene ve teşviğe dayalı bir ilişki kuramadığında kontrolü ele almaktan, otonomi kullanmaktan ve sorumluluk almaktan kaçabilirler ki güçsüzlük hissi bu şekilde tetiklenebilir. Danserau (1975) tarafından yapılan bir çalışmada aynı yönetici için hem yüksek hem düşük kalitede ilişki kurduğunu belirten çalışanların aynı şekilde yönetici ilgisi ve desteğine ihtiyaç duydukları görülmüştür. Ancak yüksek kalitede ilişki kurduklarını belirten çalışanların bu ilgi ve desteğe daha kolay ulaştıkları da bulunmuştur. Bu sonuçlar yöneticilerin çalışanları ile kurdukları bağın çalışanların yöneticilerinden ne kadar destek alacaklarını, ne kadar yardım göreceklarını belirlediğini göstermektedir. Bu ve benzeri literatür çalışmaları doğrultusunda, Lider Üye Etkileşiminin işe yabancılaşma ile ters yönde bağlantılı olduğu test edilmiştir. Bu kapsamda çalışan ile yönetici arasında ilişki kalitesi arttıkça çalışanların yabancılaşma hislerinin azalacağı öngörülmüştür.

### **İşten Ayrılma Niyeti**

İşten ayrılma niyeti, bilinçli bir şekilde çalışılan kurumdan ayrılma isteği olarak tanımlanmaktadır (Tett and Meyer, 1993) ve işten ayrılma davranışının en güçlü yordayıcısı olarak görülmektedir (Parasuraman,1992; Steel & Ovalle, 1984; Tett and Meyer, 1993). Çalışanlar işlerinde ya da çalıştıkları kurumlarda tatmin duygusunu hissedemediklerinde yeni alternatifler aramayı, işten ayrılmayı düşünebilirler ve uygun koşullar oluştuğunda ise bu niyet davranışa dönüşerek işten ayrılma ile sonuçlanabilir.

İşten ayrılma kaynaklı olumsuz sonuçlar göz önüne alındığında kurumlar işten ayrılma oranlarının düşük olmasını hedefler. İşten ayrılmanın artan maliyetler, mevcut



alıřanlar arasında motivasyon problemleri, operasyonel iřlerde duraklamalar gibi sonuları olduėu literatürde görölmektedir (Mowday, 1984). İřten ayrılma oranları kadar iřten ayrılan alıřan profilinin de önemli olduėu belirtilmektedir. Eėer ayrılan alıřanlar yüksek performans gösteren, yetenekli alıřanlar ise iřten ayrılma řirketler için ok önemli bir problem haline gelebilir. Ancak ayrılıř oranları düşük performanslı alıřanlar arasında yüksek ise bu řirketler için istenen bir sonutur ve insan kaynakları süreçlerinin iyi iřletildiėinin de bir göstergesi olabilir.

Fishbein ve Ajzen'in "Tutum Teorisi"ne göre bir davranıřın en iyi yordayıcısı o davranıřı gösterme niyetinin ölçölmesidir. Bu teori, bu alıřmada iřten ayrılma niyetinin kullanılmasına temel oluřturmaktadır (1975). Buna göre bir alıřanın iřten ayrılıp ayrılmayacaėını tahmin etmemin en iyi yolu bu davranıřı göstermeye ne kadar niyeti olduėunu ölçmekten geer. Bu durum, řirketler aısından bakıldığında da daha faydalıdır ünkü bu niyeti olan alıřanların beklentilerini anlamaya ve buna göre harekete geebilmeye olanak tanır.

Bu alıřmada da iřten ayrılma niyetine sebep olabilecek Lider-Üye Etkileřimi ve İře Yabancılařma deėiřkenleri kullanılmıřtır. alıřanların yöneticileri ile kurdukları iliřkinin kalitesinin iřten ayrılma niyetini yordadıėı ve bu baėda iře yabancılařmanın aracı etkisi de olacaėı öngörölmüřtür. Lider Üye Etkileřimi ile ilgili alıřmalarda düşük kalitede lider üye iliřkisinin iřten ayrılma niyetini arttırdıėı bulunmuřtur (Gerstner and Day, 1997; Harris, Kacmar and Witt, 2005; Ansari, Hung and Aafaqi, 2007; Jordan and Troth, 2011). Lider-Üye Etkileřiminin düşük olduėu durumlarda alıřanların sorumluluk alamaması, yöneticileri ile resmiyete dayalı ve sadece iř odaklı bir baėlarının olması, yöneticileri tarafından yeterince destek görememeleri, kendilerini geliřtirmek için olanaklara ve kaynaklara ulařamamaları nedeniyle yeni alternatifler aramayı ve iřten ayrılmayı düşünebilirler.

Yabancılařmanın iřten ayrılma niyeti ile iliřkisini inceleyen alıřmalar ise literatürde ok sınırlıdır. alıřmalar genel olarak iře yabancılařmanın, iř tatmini, kurumsal baėlılık, iři sahiplenme, iř güvensizliėi gibi konular ile iliřkili olduėunu göstermektedir. İřten ayrılma niyeti ile iliřkinin ölçöldüėü bir alıřmada ise iřten ayrılma niyeti ve yabancılařma arasında anlamlı ve güçlü bir iliřki bulunmuřtur (Chiaburu et al., 2014). Du Plooy ve Roodt'un alıřmasında ise iřten ayrılma niyeti ile alıřan baėlılıėı, tükenmiřlik, örgötsel vatandaşlık davranıřı ve yabancılařma

arasındaki ilişki çalışılmış; bu değişkenler arasında en güçlü etki yabancılaşma için bulunmuştur (2010). Bu çalışmada da benzer sonuçlar bulunacağı öngörülmektedir. Yabancılaşmanın boyutları düşünüldüğünde, yapılan işlerde anlamsızlık ve güçsüzlük hissetme, söz hakkı ve karar verme yetkisinin kullanılamaması, çalışanlar arasında kaynakların eşit olarak dağıtılmaması, monoton ve rutin görevlerin verilmesi gibi, çalışanın içsel motivasyonunu kaybetmesi işten ayrılma niyetlerinin ortaya çıkmasına sebep olabilir, çünkü çalışanlar kurumda çalışmak, çaba göstermek ve kalmak için bir neden bulamazlar. Bu doğrultuda, söz konusu çalışmada da işe yabancılaşma ve ayrılma niyeti arasında pozitif yönlü bir ilişki olacağı önerilmiştir.

LÜE ve işten ayrılma niyeti arasındaki ilişki için ise işe yabancılaşmanın kısmi aracı rolü olacağı düşünülmüştür. Bu değişkenleri içeren bir model veya benzer bir çalışmaya mevcut yazında rastlanmamıştır. Yönetici ile kurulan ilişkinin kalitesinin yabancılaşma hislerinin ortaya çıkaracağı ve güçsüzlük, anlamsızlık, normsuzluk, yalıtılmışlık ve/veya kendine yabancılaşma boyutlarını tetikleyerek çalışanları işten ayrılmayı düşünmeye iteceği önerilmektedir. Bu çalışma ile literature söz konusu ilişkinin incelenmesi ile katkı sağlanması beklenmektedir.

### **Negative Duygulanım**

Daha önce de belirtildiği gibi literatürde LÜE ve yabancılaşma ilişkisini destekleyen çalışmalar bulunmaktadır. Ancak bu çalışmada, bu ilişkinin biyolojik faktörlerden etkilenebileceği öngörülmüştür. Bazı çalışanlar için yöneticileri ile kurdukları ilişkinin kalitesi, yöneticilerinin tutumu ve davranışları negatif duyguların ortaya çıkmasına sebep olurken bazı çalışanlar için bu daha tolere edilebilir olabilir. Bu nedenle çalışanların negatif duygulanım seviyelerinin yüksek veya düşük olmasının, yöneticileri ile kurdukları ilişki sonucunda yabancılaşma yaşayıp yaşamayacağı üzerinde düzenleyici bir rolü olabileceği öne sürülmüştür.

Negatif ve Pozitif Duygulanım, bireylerin duygusal durumları doğrultusunda ortaya çıkan kişilik özellikleri ya da geçici duygu durumları olarak tanımlanmaktadır (Cropanzano, James ve Konovsky, 1993). Negatif duygulanımı yüksek kişilerin endişe, kaygı, korku, stres ve olumsuz diğer duyguları yoğunluk ve sıklık olarak daha güçlü hissederler (Watson & Clark, 1984). Negatif duygulanımı yüksek kişiler karşıladıkları olumsuz tutumlar ve durumlar karşısında bununla başa çıkmakta ve

tolere etmekte zorlanırlar. Bu nedenle, işyerinde yöneticileri tarafından gösterilen davranışlardan daha fazla etkilenir, bunun sonucunda daha fazla şüphe, endişe, kaygı ve stres hissedebilirler. Negatif duyguların etkisinden çıkmak bu kişiler için daha zor olacağı için yabancılaşma hislerine de daha hızlı kapılacakları düşünülmektedir.

Bu çalışmada negative duygulanımın pozitif duygulanıma kıyasla daha alakalı olabileceği değerlendirilmiş ve bu nedenle düzenleyici rolü test edilmiştir. Daha alakalı olmasının nedeni ise yabancılaşmaya yönetici ile kurulan güvensiz ve resmi ilişkinin neden olabileceği görüşüdür. Negatif duygulanımı yüksek kişilerin işyerinde yaşadıkları herhangi bir olumsuz durumda daha fazla etkilenecekleri ve daha fazla tepki gösterecekleri beklenmektedir. Fortunato ve Williams'ın çalışmasında negatif duygulanımın devamsızlık, rol çatışması, iş belirsizliği, işyükünü artması, işten ayrılma niyeti ve davranışı ile pozitif yönlü ilişkili olduğu bulunmuştur. Buna ek olarak negative duygulanımı yüksek çalışanların işyerinde karşılaştıkları stres faktörlerine ve iş ile ilgili olumsuz durumlara karşı daha fazla olumsuz tepki gösterdikleri belirtilmiştir (2002).

Özetle, negatif duygulanımı yüksek çalışanlar için yöneticilerinin davranışları daha fazla anlam ifade edebileceğinden ve sonucunda olumsuz duyguları daha yoğun hissedeceklerinden yabancılaşma hislerinin daha güçlü olacağı öngörülmüş ve bu çalışmada bu ilişki test edilmiştir.

## YÖNTEM

### Katılımcılar

Bu çalışmada katılımcılar kurumsal bir şirkette çalışan beyaz yakalı olarak tanımlanan mühendis ve idari kadro çalışanlarıdır. Çalışmaya katılım tamamen gönüllülük esasına dayalı olup dağıtılan 600'e yakın anketten 305 dönüş alınmıştır. Mevcut çalışma için gereken örneklem sayısı G\*power programı ile 119 olarak hesaplanmıştır. Tabachnik ve Fidell'in önerisine göre ise ( $N > 50 + 8m$ ;  $m$  = bağımsız değişken sayısı) minimum 74 katılımcılı bir çalışma uygun görülmüştür.

Bu çalışma, 300 katılımcı ile yürütülmüştür. Katılımcıların 97'si erkek 203'ü kadındır. Yaş aralığı 20-51 üstü olacak şekilde kategorilendirilmiş olup büyük çoğunluğunun 31-40 yaş aralığında (%46.6) olduğu görülmektedir. 20-30 yaş aralığında olan katılımcı sayısı ise örneklemin %43'ünü oluşturmaktadır. 161 katılımcı lisans, 128'i yüksek lisans, 16'sı ise doktora mezunudur. Katılımcıların yarısına yakını şirkette 0-5 yıl aralığında çalıştığını belirtirken %29'u 5-10 yıl; %12'si 10-15 yıl; %9'a yakını ise 15 yıldan fazladır çalışmanın yürütüldüğü kurumda çalışmaktadır. Demografik sorular ile birlikte çalışanlara yöneticileri ile iyi ilişki içinde olmaya ne kadar önem verdikleri sorusu yöneltilmiş; 1-5 aralığında (hiç önemli değil-çok önemli) değerlendirme yapmaları istenmiştir. Bu soruyu ise katılımcıların %94.7'si önemli ve çok önemli olarak işaretlemiştir.

Katılımcılara dağıtılan anketlerde yer alan ölçekler ise aşağıdaki gibidir:

**Lider Üye Etkileşimi Ölçeği:** Liden ve Maslyn (1998) tarafından hazırlanan LÜE ölçeği kullanılmıştır. Bu ölçeğin Türkçe versiyonu Baş, Keskin ve Mert (2010) tarafından kullanılmış olup doğrulayıcı faktör analizi sonuçları .98 uyum iyiliği göstermiştir. Aynı ölçek Erdogan, Kraimer and Liden (2004) tarafından Türkiye örnekleminde kullanılmış; güvenilirlik analizi sonucu Cronbach alfa değeri .94 olarak hesaplanmıştır. Ölçek 12 maddeden oluşmakta ve LÜE'nindört boyutunu ölçen sorular içermektedir. Bu ölçekte ve kullanılan diğer ölçeklerde puan olarak ölçek ortalamaları kullanılmıştır.

**İşe Yabancılaşma:** Nair ve Vohra (2010) tarafından daha önce yapılan çalışmalar doğrultusunda 8 madde olarak oluşturulan ölçek kullanılmıştır. Bu ölçek Türkiye'de

Toklu(2016) tarafından kullanılmıştır. Ölçeğin, güvenilirliği. 96 olarak hesaplanmış; ek olarak içsel tutarlılık değeri de .96 olarak hesaplanmıştır.

**İşten Ayrılma Niyeti:** İşten ayrılma niyeti Walsh, Ashford and Hill (1985) çalışmasından adapte edilmiştir. Söz konusu ölçek 5 maddeden oluşmakta olup uygulanan ankette örgütsel bağlılık ve işe yabancılaşma ölçekleri arasında yerleştirilmiştir. Bunun nedeni, anketin uygulandığı şirkette çalışanların bu soruları arka arkaya tek bir yerde görmeleri durumunda rahatsız hissedebileceği ve işaretlemekten geçebileceğinin belirtilmesidir. İşten ayrılma niyeti ölçeği Türkiye’de Ok (2005) tarafından kullanılmış; ölçeğin alfa değeri .76 olarak rapor edilmiştir.

**Negatif Duygulanım Ölçeği:** 20 maddelik PANAS ölçeği kullanılmıştır (Watson, Clark, Tellegen, 1988). Bu ölçek, pozitif duyguları ve negative duyguları tanımlayan 10’ar tane sıfat içermektedir. Katılımcıların ankette yer alan duyguları ne kadar hissettiği irdelenmiştir. Bu ölçeğin Türkçe versiyonu, Gençöz (2000) tarafından yapılmış olup güvenilirlik analizi pozitif duygulanım için .83; negatif duygulanım için ise .86 olarak bulunmuştur.

**İş Tatmini:** İş tatmini ölçeği 6 maddede oluşmakta olup Yalçın’ın (2010) tez çalışmasından alınmıştır. Söz konusu ölçek için 5 madde Minnesota Job Satisfaction Questionnaire sorularından alınmış olup Türkçe’ye adapte edilmiş; güvenilirlik değeri .77 olarak hesaplanmıştır.

**Örgütsel Bağlılık:** Karakurum’un tez çalışmasında yer alan örgütsel bağlılık ölçeği kullanılmıştır. 9 maddeden oluşan ölçeğin Cronbach alfa değeri .81’dir.

**Kontrol Değişkeni:** Çalışmada irdelenen 3 değişken ile de anlamlı bir şekilde ilişkili bulunan “ilişkiye verilen önem” maddesi tüm analizlerde kontrol değişkeni olarak kullanılmıştır.

### **Prosedür**

Verilerin toplanması öncesinde, Orta Doğu Teknik Üniversitesi İnsan Araştırmaları Etik Komitesi’nden etik onayı alınmıştır.

### **İstatistiksel Analizler**

İstatistiksel analizler, Sosyal Bilimler için İstatistik Paketi’nin (SPSS) Windows için 21. sürümü kullanılarak yapılmıştır. Doğrulayıcı faktör analizleri için SPSS Amos

21. Sürümü'nden faydalanılmıştır. Aracılık, düzenleyicilik testleri için Hayes PROCESS Macro'nun ilgili modelleri (Model 1, Model 4 ve Model 7) kullanılmıştır.

## BULGULAR

Bu bölümde verinin kontrolü ve temizlenmesi, doğrulayıcı faktör analizi sonuçları, hipotez testleri ve eklenen bağımlı değişkenler ile yapılan ek analizlerin sonuçları açıklanacaktır.

Analize başlamadan önce veri seti minimum-maksimum değerler, hatalı veri girişleri, kayıp veriler için kontrol edilmiştir. Herhangi bir hatalı veri girişi olmadığından emin olunduktan sonra kayıp veri analizi yapılmıştır. Kayı verileri rastsal dağılıp dağılmadığını ölçmek için Little's MCAR testi yapılmış olup anlamsız olduğu görülmüş bu nedenle kayıp verilerin rastsal dağıldığı saptanmıştır ( $\chi^2=101.926$ ,  $p=.917$ , ns.). Aynı zamanda kayıp verilerin miktarının veri setinin %5'inden az olması nedeni ile de ortalama değer ataması yapılarak kayıp veriler doldurulmuştur. Sonrasında veri tek boyutlu/çok boyutlu uçdeğerler için analiz edilmiştir. Tek boyutlu uçdeğerler SPSS yardımı ile "boxplot" grafikleri incelenerek belirlenmiştir. Çok boyutlu değişkenlerin belirlenmesi için ise Mahalanobis Uzaklığı değerleri kullanılmıştır. Bunun sonucunda ise 5 anketin verileri uçdeğer olarak belirlenmiştir. Bu 5 anket aynı zamanda tekboyutlu uç değer analizinde de görüldüğü için analizlerden çıkartılmış; çalışma 300 kişi ile devam ettirilmiştir.

Veri seti çok boyutlu regresyon analizinin varsayımları için de test edilmiş olup tüm varsayımları karşıladığı için analizlere devam edilmiştir.

Hipotez testlerine başlamadan önce modelin geçerliliği doğrulayıcı faktör analizi ile ölçülmüştür. Bu işlem için SPSS Amos kullanılmış olup tek faktörlü yapıdan önerilen dört faktörlü yapıya uyum indeksleri incelenmiştir. En iyi uyum değerleri dört faktörlü model için bulunmuştur. Doğrulayıcı faktör analizi ile ilgili sonuçlar işten ayrılma niyeti değişkeni için Tablo 2'de; iş tatmini ve organizasyonel bağlılık değişkenleri için ise Tablo 6a ve Tablo 6b'de yer almaktadır.

Çalışmanın değişkenlerinin ortalama değerleri, standart sapma değerleri, minimum-maksimum değerler ve Cronbach alfa değerleri Tablo 3.1'de; değişkenlerin birbirleri ile olan korelasyon değerleri Tablo 3.2'de bulunmaktadır.

Çalışmanın ilk iki hipotezi Lider-Üye Etkileşimi, yabancılaşma ve ayrılma niyeti arasındaki ilişkiyi incelemektedir. İlk hipotezde LÜE'nin işe yabancılaşma ile negative yönü biri ilişkisi olacağı önerilmiş olup analiz sonucunda bu hipotez

doğrulanmıştır ( $\beta=-.46$ ,  $p<.001$ ). İkinci hipotez ise yabancılaşma ve işten ayrılma arasındaki ilişkiyi sorgulamaktadır. Sonuçlar yabancılaşma ile işten ayrılma niyeti arasında pozitif yönlü bir ilişki olduğunu göstermektedir ( $\beta=.57$ ,  $p<.001$ ).

Çalışmada LÜE ve işten ayrılma niyeti arasındaki ilişkide yabancılaşmanın kısmi aracı rolü Hipotez 3 ile test edilmektedir. Buna göre, öncelikle LÜE ve işe yabancılaşma arasında negative yönlü bir ilişki olduğu görülmüştür ( $b=-.67$ ,  $t(297)=-8.00$ ,  $p<.001$ ). Aynı zamanda LÜE'nin işten ayrılma niyeti üzerinde toplam etkisi anlamlı bulunmuştur ( $b=-.64$ ,  $t(293)=-6.52$ ,  $p<.001$ ). LÜE işten ayrılma niyetindeki varyansın %18'ini tek başına açıklamaktadır. Yabancılaşma modele eklendiğinde ise LÜE'nin işten ayrılma niyeti üzerindeki direkt etkisinin düştüğü ancak hala anlamlı olduğu görülmektedir ( $b=-.30$ ,  $t(296)=-3.15$ ,  $p<.01$ ). Ek olarak yabancılaşma modele eklendiğinde açıklanan varyans %36'ya yükselmiştir. Bu sonuç, LÜE'nin işten ayrılma etkisine yabancılaşmanın kısmi olarak aracılık ettiğini yani hipotezin doğrulandığını göstermektedir.

Hipotez 4, LÜE ve yabancılaşma arasındaki ilişkinin çalışanların negatif duygulanım seviyeleri ile düzenlendiğini öne sürmektedir. Hipotez Process Macro Model 1 ile test edilmiştir. Buna göre negative duygulanımın, yabancılaşmayı anlamlı bir şekilde yordadığı görülmüştür ( $b=.30$ ,  $t(295)=7.95$ ,  $p<.001$ ). Aynı zamanda LÜE'nin yabancılaşma üzerinde negatif ve anlamlı etkisi bulunmaktadır ( $b = -.57$ ,  $t(295)=-6.55$ ,  $p<.001$ ). Etkileşim etkisi yani LÜE ve Negatif Duygulanımın yabancılaşma üzerindeki ortak etkisi de anlamlı bulunmuştur ( $b=.16$ ,  $t(295)=2.01$ ,  $p<.05$ ). Etkileşim etkisinin anlamlı olması negative duygulanımın LÜE'nin yabancılaşma üzerindeki etkisinde düzenleyici etkisi olduğunu göstermektedir.

Etkileşim etkisinin anlamlı bulunması düzenleyici etkiyi daha ayrıntılı incelemeye olanak sağlamıştır. Buna göre şekil 3'ten de görülebileceği gibi negatif duygulanımın yüksek olduğu durumlarda LÜE düşük ise en yüksek yabancılaşma değerleri elde edilmektedir. En düşük yabancılaşma değeri ise negatif duygulanımın düşük ve LÜE kalitesinin yüksek olduğu durumlarda görülmektedir. Ancak, bulgular beklenenin ve Hipotez 4'te öngörülenin aksine, lider-üye etkileşimi ve yabancılaşma arasındaki negatif ilişkinin yüksek değil, düşük seviyedeki negatif duygulanım değerinde daha güçlü olduğunu göstermiştir. Buna göre, negatif duygulanım lider-üye etkileşimi – yabancılaşma ilişkisini düzenlemekte ancak beklenen aksine yüksek



negatif duygulanım durumunda lider-üye etkileşiminin etkisi zayıflamıştır. Bu nedenle, bu hipotezin kısmı olarak desteklendiği söylenebilir.

Çalışmanın son hipotezi olarak negatif duygulanımın yabancılaşmanın LÜE ve işten ayrılma niyetindeki aracı rolü üzerinde düzenleyici etkisi olacağı önerilmiştir. Bu hipotez Process Model 7 ile test edilmiştir. Bulgulara göre aracılık etkisinin negatif duygulanım tarafından düzenlendiği bulunmuştur ( $b=.08$ , 95% CI [.01, .16]). Tablo 5'te de görüldüğü üzere negatif duygulanımın düşük olduğu durumlarda yabancılaşmanın LÜE-işten ayrılma niyeti ilişkisi üzerindeki aracılık etkisi daha yüksektir. Negatif duygulanımın yüksek olduğu durumlarda ise yabancılaşmanın aracı etkisinin daha düşük olduğu görülmektedir.

### **İş Tatmini ve Örgütsel Bağlılık Sonuçları için Ek Analizler**

İş tatmini ve örgütsel bağlılık endüstri ve örgüt psikolojisi alanında en sık çalışılan ve literatürde yapılan taramalarda çoğu çalışmada incelenen değişkenlerdir. İş tatmini ve örgütsel bağlılığın hem çalışanlar hem de kurumlar için ciddi sonuçlar yaratması, hem de bu iki değişkenin bir çok faktörün sonucu olarak ortaya çıkıyor olması bu konuyu önemli hale getirmiştir.

Bu doğrultuda, iş tatmini ve örgütsel bağlılık işten ayrılma niyeti gibi bağımlı değişkenler olarak incelenmiştir. Yukarıda LÜE ve işe yabancılaşma ile ilgili yapılan açıklamalar doğrultusunda bu ilişkinin sonucu olarak çalışanların iş tatmininin de etkileneceği düşünülmüştür. Bu doğrultuda, çalışanların yöneticileri ile olan ilişkilerinin kaliteli olmamasının çalışanların yabancılaşma hislerini arttıracak ve dolayısıyla iş tatminlerinin de azalacağı tahmin edilmektedir. Aynı şekilde, negatif duygulanımın yabancılaşmanın aracı etkisi üzerinde düzenleyici rolü olacağı düşünülmektedir. Aynı şekilde örgütsel bağlılık üzerinde etkiler de analiz edilmiştir. Aracılık ve düzenlenen aracılık analizleri iş tatmini ve örgütsel bağlılık sonuçları için ayrı ayrı tekrarlanmıştır.

İlk olarak iş tatmini için aracılık analizi yapılmıştır. Buna göre LÜE ve İş Tatmini arasındaki ilişkide yabancılaşmanın aracılık rolü test edilmiştir. Bulgulara göre LÜE'nin iş tatmini üzerinde pozitif ve anlamlı bir etkisi bulunmaktadır ( $b=.53$  ( $t(297)=8.54$ ,  $p<.001$ )). Aynı zamanda yabancılaşma da tek başına iş tatmini anlamlı ve negatif olarak yordamaktadır ( $b=-.31$ ,  $t(296)=-7.27$ ,  $p<.001$ )).

Yabancılaşmanın aracılık rolü analiz edildiğinde ise LÜE'nin iş tatmini üzerindeki etkisi .32'ye düşmüş ancak hala anlamlı olarak kalmıştır. Yabancılaşmanın LÜE-İş Tatmini ilişkisine kısmi olarak aracılık ettiği kanıtlanmıştır. Bu aracılık ilişkisinde negatif duygulanımın düzenleyici rolü test edildiğinde ise anlamlı sonuçlar elde edilmiştir. Bulgular negatif duygulanımın yüksek olduğu durumlarda yabancılaşmanın aracılık rolünün daha düşük; negatif duygulanımın düşük olduğu durumlarda ise daha yüksek olduğunu göstermektedir (bkz. Tablo 7).

Aynı analizler örgütsel bağlılık için tekrarlanmıştır. Bu değişken için sonuçlar diğerlerine göre farklı bulunmuştur. LÜE'nin örgütsel bağlılık üzerindeki toplam etkisinin tek başına pozitif ve anlamlı olduğu bulunmuştur ( $b=.30$ ,  $t(297)=3.76$ ,  $p<.001$ ). Aynı zamanda yabancılaşma da tek başına örgütsel bağlılığı negatif ve anlamlı bir şekilde yordamaktadır ( $b=-.32$ ,  $t(296)=-5.45$ ,  $p<.001$ ). Ancak yabancılaşma ile birlikte LÜE'nin örgütsel bağlılık üzerindeki etkisi .09'a düşmüş ve anlamsız olmuştur ( $b=.09$ ,  $t(296)=1.02$ ,  $p=.31$ ). Bu sonuç, yabancılaşmanın LÜE-örgütsel bağlılık ilişkisine tam aracılık ettiğini göstermektedir. Bu aracılık ilişkisinde negatif duygulanımın düzenleyici rolü test edildiğinde ise yine anlamlı sonuçlar elde edilmiştir. Bulgular negatif duygulanımın yüksek olduğu durumlarda yabancılaşmanın aracılık rolünün daha düşük; negatif duygulanımın düşük olduğu durumlarda ise daha yüksek olduğunu göstermektedir (bkz. Tablo 8).

## TARTIŞMA

Bu çalışma sonucunda önerilen hipotezlerin çoğunluğunun doğrulandığı görülmektedir. Ek olarak yapılan analizlerde ise literatüre katkı sağladığı düşünülen sonuçlar elde edilmiştir.

Çalışmanın ilk hipotezine göre lider üye etkileşimi ve yabancılaşma arasında anlamlı ve güçlü bir ilişki olduğu doğrulanmıştır. LÜE kalitesinin düşük olması çalışanlara otonomi verilmemesi, karar verme yetkisinin kısıtlanması, yönetici tarafından kaynak sağlanmaması, geliştirici ve sorumluluk isteyen işlerin verilmemesini beraberinde getirir. Tüm bu davranışlar sonucunda çalışan değersiz hissetmeye, yapılan işte katkısının olmadığını düşünmeye, güçsüz ve etkisiz olduğunu hissetmeye başlamaktadır. Yöneticisinin başka bir çalışan ile iyi ilişkiler kurabilirken kendisine olan resmi ve mesafeli iletişimi çalışanın kendisini iş ortamından soyutlamasına ve kendinden beklediği gibi davranamamasına neden olur. Tüm bu sonuçlar aslında yabancılaşmanın boyutlarına etki etmektedir. Bu nedenle, çalışmada da gösterildiği gibi lider ve üye arasındaki ilişkinin kalitesi azaldıkça çalışanların yabancılaşma hisleri artmaktadır.

İkinci hipoteze göre ise yabancılaşma ve işten ayrılma niyeti arasında pozitif yönlü ve anlamlı bir ilişki bulunmaktadır. Buna göre yabancılaşma hislerinin yüksek olması işten ayrılma niyetlerinin artmasına etki etmektedir. Literatürde yabancılaşma işten ayrılma niyetinin öncüllerinden olarak görülmüştür (Tummers, Bekkers, Van Thiel and Steijn, 2015; Bothma & Roodt, 2012; Erben, 2008; Du Plooy and Roodt, 2010). Bu bulgu da yabancılaşmanın sonuçları düşünüldüğünde beklenen bir sonuçtur. Çalışanın kendini çalışmakta olduğu kurumda değersiz ve anlamsız hissetmesi, kurum hedeflerine yaptığı katkıyı görememesi, kendinden beklediği başarı ve performansı gösteremiyor olması çalışanı yeni alternatifler aramaya, karşısına çıkabilecek yeni iş fırsatlarını değerlendirmeye iter.

Aracılık hipotezi ile test edilen LÜE-yabancılaşma-işten ayrılma niyeti ilişkisi ise yapılan analizler sonucu doğrulanmıştır. Buna göre yabancılaşma LÜE-işten ayrılma ilişkisine kısmi olarak aracılık etmektedir. Literatür taramaları sonucunda bu ilişkinin daha önce test edildiği görülmemiştir. Ancak LÜE'nin işten ayrılma niyeti ilişkisini doğrulayan ve yabancılaşma işten ayrılma niyeti ilişkisini doğrulayan

alışmalar bulunmaktadır (Maslyn and Fedor, 1998); Jordan and Troth, 2011; Elanain, 2014; Adil & Awais, 2016; Chiaburu et al., 2014). Buna gre lider ile kurulan iliřkinin kalitesi alıřanların yabancılařma hislerinin tetiklenmesi ve sonucunda iřten ayrılma niyetinin artmasına sebep olmaktadır. Ancak yabancılařma hisleri olsa dahi LE'nin iřten ayrılma niyeti zerinde etkisi bulunmaya devam etmektedir.

Bunun yanında LE kalitesinin her alıřan iin yabancılařma hisleri yaratıp yaratmayacaėı Hipotez 4 ile test edilmiřtir ve negatif duygulanımı yksek alıřanların yneticileri ile kurdukları iliřkiden daha fazla etkilendiėi ve sonucunda daha fazla yabancılařma hissettikleri grlmřtr.

Aynı řekilde negatif duygulanımın yabancılařmanın aracılık iliřkisinde dzenleyici rol incelendiėinde ise yine anlamlı sonular bulunmuřtur. Negatif duygulanımın dřk olduėu durumlarda yabancılařmanın LE-iřten ayrılma niyeti iliřkisinde etkisi daha gldr.

Analizler iř tatmini ve rgtsel baėlılık iin tekrarlandığında da benzer sonular elde edilmiřtir. LE ve iř tatmini arasında pozitif ve anlamlı bir iliřki bulunmaktadır ki bu alıřan ve ynetici arasındaki iliřki kalitesi arttıķa iř tatmininin de arttıėını gstermektedir. Bu iliřki yabancılařma ile beraber incelendiėinde ise yabancılařmanın aracılık rol olduėu grlmřtr. Buna gre lider-ye etkileřimi dřk ise alıřan yabancılařmıř hissetmekte ve bu iř tatminin azalmasına neden olmaktadır. Negatif duygulanımın bu iliřkideki yeri incelendiėinde ise iřten ayrılma niyetine benzer sonular bulunmuřtur. Negatif duygulanımın yksek olduėu durumlarda yabancılařmanın iř tatmini zerindeki etkisi dřmektedir.

rgtsel baėlılık bu modelde test edildiėinde ise diėerlerinden farklı olarak yabancılařmanın LE-rgtsel baėlılık iliřkisinde tam aracı rol olduėu grlmřtr. Buna gre yabancılařma hisleri ortaya ıktığında lider ye etkileřiminin rgtsel baėlılık zerinde bir etkisi kalmamaktadır. Negatif duygulanımın bu iliřkideki yeri incelendiėinde ise diėer iki baėımlı deėiřken ile benzer sonular bulunmuř olup negatif duygulanımın yksek olduėu durumlarda yabancılařmanın rgtsel baėlılık zerindeki etkisi dřmektedir.

## **Kurumlar için Uygulama Önerileri**

Bu çalışmanın bulguları incelendiğinde, kurumlar için önemli uygulama alanları da ortaya çıkmaktadır. Buna göre yönetici ile kurulan ilişki, iş tatmini, işten ayrılma niyeti ve kuruma bağlılığı etkilemektedir. Bu nedenle kurumlar yöneticilerinin ve yönetici adaylarının teknik yetkinlikleri kadar sosyal ve duygusal yetkinlikleri de değerlendirmelidir. Eğer bir yönetici çalışanları ile doğru bir iletişim ortamı oluşturamaz ise bu hem bireysel hem de kurumsal anlamda ciddi problemler yaratabilir. Aynı zamanda yöneticilere iletişim, çalışan ilişkileri vb. konularda düzenli eğitim programları hazırlanmalı ve bu yetkinlikleri kaybetmemeleri de sağlanmalıdır.

Bu çalışma aynı zamanda negatif duygulanımın etkisini de göstermektedir. Negatif duygulanımı yüksek kişiler negatif duyguları hissetmeye daha meyilli ve olumsuz durumları yönetmekte daha dayanıksız olabilirler. Bir kurumda negatif duygulanımı yüksek kişilerin çok olması hem bireysel hem ekip olarak hem de kurumsal olarak performansı etkileyecek bir noktaya gelebilir. Bundan yola çıkarak şirketler seçme ve yerleştirme süreçlerinde bu tipolojiyi dikkate almaları gerektiği tavsiye edilebilir.

## **Çalışmanın Sınırlılıkları ve Öneriler**

Bu çalışmanın amacı yönetici ile olan ilişkilerin önemini, bu ilişkinin nasıl yabancılaşmaya yol açabileceğini ve bunun ile bağlantılı olarak şirketler için çok önemli olan işten ayrılma niyeti, iş tatmini ve örgütsel bağlılık gibi konuları etkileyebileceğini göstermektir. Ayrıca, bazı çalışanlar için bu durumun daha güçlü olabileceği düşünülerek bir kişilik özelliği olarak negatif duygulanımın etkisi de çalışılmıştır. Bu çalışmanın hem iletişim ve ilişki kalitesinin önemine, hem çalışanların hislerine, hem de kişilik özelliklerinin etkisine değinerek elde edilen sonuçlar ile literature katkı sağlaması beklenmektedir.

Çalışma ile ilgili bazı sınırlılık bulunmaktadır. Öncelikle bu çalışma için very tek bir sektörden ve tek bir şirketten toplanmıştır. Bu nedenle genellebilirliği düşük olarak değerlendirilebilir. Gelecek çalışmalarda farklı sektörler, iş alanları ve şirketlerden very toplanarak genellenebilirlik açısından daha güçlü bir çalışma yürütülebilir. Ek olarak, çalışma sadece beyaz yaka çalışanlara uygulanmış olup mavi yaka çalışanlar için sonuçlar daha farklı olabilir. Mavi yaka çalışanları yöneticileri ile

olan ilişkiden beklentileri ya da davranışlara karşı tutumu beyaz yaka çalışanlardan farklı olabilir. Bu nedenle söz konusu çalışmayı mavi yaka çalışanlar ile yürütmekte literature katkı sağlayabilir. İkinci olarak çalışma da sadece katılımcıların beyanı esas alınarak (self-report) veriler toplanmıştır. Çalışmalarda tek bir veri toplama yönteminin kullanılmasının olması gerekenden yüksek değerlerin bulunmasına sebep olabileceği belirtilmektedir. Ancak bu çalışma için bu riskin olmadığı Harman's tek faktör testi, doğrulayıcı faktör analizi ve marker değişken analizi ile kanıtlanmıştır. Ancak farklı kaynaklardan, örneğin LÜE için yöneticilerden de veriler toplanarak bulgular yeniden doğrulanabilir. Ek olarak, çalışanlar ne kadar yabancılaşmış hissetse de ne kadar yöneticileri ile olan ilişkileri nedeniyle mutsuz olsalar da ekonomik, sosyal vb. nedenler ile ayrılmayı hiç düşünmemiş olabilirler. Bu nedenle gelecek çalışmalarda ücret memnuniyeti ya da statü memnuniyeti gibi farklı kontrol değişkenleri eklenebilir.

Aynı zamanda ekip büyüklüğü de bir kontrol değişkeni olarak düşünülebilir. Üye sayısı az olan ekiplerde yöneticinin davranışları ve yönetici ile iyi ilişkiler içinde olmak daha önemli görülebilir. Ayrıca bu ekiplerde yönetici ile düşük kaliteli bir ilişki kurulmasının sonuçları da çalışanları daha olumsuz etkileyebilir. Büyük gruplarda, lider davranış ve tutumları göz ardı edilebilecek iken, bu davranışlar küçük gruplarda daha fazla yabancılaşma hissedilmesine sebep olabilir. Bu nedenle, ekip büyüklüğünün de kontrol değişkeni olarak eklendiği bir çalışmada sonuçların tekrar değerlendirilmesi faydalı olabilir.

Son olarak literatürde bu çalışmaların çok kısıtlı olması bulunan sonuçların sağlıklı bir şekilde karşılaştırılmasını zorlaştırmıştır. Bir diğer sınırlılık ise yabancılaşma ölçeği ile ilgili bulunmaktadır. Türkiye'de yabancılaşma çok incelenen bir konu olmadığı için bu norma adapte edilmiş güvenilir bir ölçek bulunamamaktadır. Ölçekte yer alan bazı soruların çok uç tanımlar içerdiği ve bu nedenle katılımcılar tarafından abartılı bulunduğu geribildirim alınmıştır. Bu nedenle gelecek çalışmalar için Türkçe olarak hazırlanan bir yabancılaşma ölçeği daha faydalı olacaktır.

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