

Citation: Cinnioğlu, H., & Turan, H.Y., Leadership Style and its Relationship with Employee's Organizational Identification: Evidence from the Hotel Businesses in Turkey, BMIJ, (2020), 8(4): 875-901, doi: <http://dx.doi.org/10.15295/bmij.v8i4.1603>

LEADERSHIP STYLE AND ITS RELATIONSHIP WITH EMPLOYEE'S ORGANIZATIONAL IDENTIFICATION: EVIDENCE FROM THE HOTEL BUSINESSES in TURKEY

Hasan CİNNİOĞLU ¹

Received Date (Başvuru Tarihi): 26/08/2020

H. Yağmur TURAN ²

Accepted Date (Kabul Tarihi): 11/10/2020

Published Date (Yayın Tarihi): 10/12/2020

In the article, the first author is in the role of the Corresponding Author.

ABSTRACT

Keywords:

Autocratic Leadership,
Democratic Leadership,
Laissez-faire leadership,
Organizational Identification,
Hotel Businesses.

JEL Codes:

M10, M12, L83

This study aims to identify the relationships between democratic, autocratic, and laissez-faire leadership behaviours perceived by the five-star hotel employees for their managers and their organizational identification levels. In this context, data were obtained by using questionnaires from 464 employees working in five-star hotels operating in Antalya, Turkey. A simple random sampling method was used in the selection of individuals. Structural equation modelling (SEM) was used to test the research hypotheses. As a result of the analysis, it was found that the managers working in tourism enterprises show democratic leadership behaviour most, and the level of organizational identification of the employees is medium. Besides, it was concluded that the democratic leadership behaviour that employees perceive for their managers positively affects the level of organizational identification, while that of autocratic and laissez-faire leadership negatively. The theoretical and managerial implications of these findings are discussed.

OTEL ÇALIŞANLARININ ALGILADIKLARI LİDERLİK TÜRLERİNİN ÖRGÜTSEL ÖZDEŞLEŞME DÜZEYLERİNE ETKİSİ: ANTALYA ÖRNEĞİ

ÖZ

Anahtar Kelimeler:

Otokratik Liderlik,
Demokratik-Liderlik,
Serbestlik Tanyan liderlik,
Örgütsel Özdeşleşme,

Otel işletmeleri

JEL Kodları:

M10, M12, L83

Bu çalışmanın temel amacı beş yıldızlı otel işletmeleri çalışanlarının yöneticilerinde algıladıkları demokratik, otokratik ve serbestlik tanıyan liderlik davranışları ile örgütsel özdeşleşme düzeyleri arasındaki ilişkileri tespit etmektir. Bu amaçla Türkiye/Antalya ilinde faaliyet gösteren 464 beş yıldızlı otel işletmesi çalışanından anket formu ile veriler elde edilmiştir. Kişilerin seçiminde basit tesadüfi örneklem yöntemi kullanılmıştır. Hipotezlerin test edilmesinde yapısal eşitlik modellemesi kullanılmıştır. Yapılan analiz sonucunda, turizm işletmelerinde çalışan yöneticilerin en fazla demokratik liderlik davranışı sergiledikleri ve çalışanların örgütsel özdeşleşme düzeylerinin orta seviyede olduğu tespit edilmiştir. Aynı zamanda çalışanların yöneticilerinde algıladıkları demokratik liderlik davranışının örgütsel özdeşleşme düzeyini pozitif yönde, otokratik ve serbestlik tanıyan liderliğin ise negatif yönde etkilediği sonucuna ulaşılmıştır.

¹ Asst. Prof., İskenderun Technical University, hasan.cinnioğlu@iste.edu.tr,

<https://orcid.org/0000-0001-7826-619X>

² Postgraduate, İskenderun Technical University, yagmurturan2048@gmail.com,

<https://orcid.org/0000-0003-3901-4883>

1. INTRODUCTION

Employees identify with the organization they work for as a result of their need to belong to an organization and to eliminate the uncertainty. The organization wants to strengthen employee identification because identification is believed to have a positive effect on the potential and motivation of employees (Meleady and Crisp, 2017). Therefore, organizational identification has become an essential element for organizational behaviour studies (Tüzün and Çağlar, 2008). For this reason, the leaders responsible for the management of the organization should be individuals who are focused on solutions and the future, can take risks, create motivation and inspiration for their followers, have vision and mission, and do not be content with the achievements they achieve and aim to do better. Since hotels are institutions that provide concurrent services and department managers and employees work in the same environment, the relationship of leaders with employees and their leadership approach may affect the organizational identification levels of employees. (Batman, 2003 as cited in İnce, 2013). Many studies emphasize that leadership styles are one of the essential elements in identifying employees with the organization (Alharbi and Abdullah, 2016).

Hotel managers can exhibit different leadership behaviours in the process of realizing the objectives of the business. At this point, the following problem arises: which type of leadership can positively affect the level of organizational identification of employees? Organizational identification is an essential variable in increasing the performance of employees, sharing the same values and goals of employees and leaders, and achieving the long-term goals of the organization. (Morçin, 2018). The realization of organizational identification in a business can positively affect organizational citizenship and support (Fettahlıoğlu and Koca, 2015), organizational commitment (Çakınberk, Derin and Demirel, 2011), job satisfaction (Sökmen, 2019), organizational justice (Koçak, 2019), organizational socialization (Balcı, Baltacı, Fidan and Cereci, 2012) and organizational performance (Tüzün and Çağlar, 2008). As the high level of organizational identification of employees can affect many important factors for businesses, it is very critical to determine the effect of leadership approaches preferred by the managers of the

hotels on the organizational identification levels of the employees. As can be seen in the theoretical structure, the literature focuses on different leadership styles that may affect the level of organizational identification. However, it is seen that there are not many studies on leadership styles discussed in this study. The results of this research are essential in terms of filling this gap in the literature. In this context, this study aims to identify the impact of democratic, autocratic, and laissez-faire leadership behaviours perceived by the hotel employees for their managers on their organizational identification levels. In addition to this primary goal, determining which leadership style the hotel managers exhibit more and the level of identification of the employees with the hotel are the sub-goals of the study. For this purpose, first of all, the theoretical structure of the study was created through the literature review. Then, data were obtained with a questionnaire technique from the five-star hotel employees operating in Antalya to test the hypotheses. Finally, the results were compared with the literature, and some suggestions were made for the practitioners.

2. LITERATURE REVIEW AND RESEARCH HYPOTHESES

It is seen that there are many different leadership approaches in the literature (Khan, Nawaz and Khan, 2016). However, modern leadership types exist today, as studies in the field of management reveal that old leadership styles are now ineffective and due to the environmental, organizational, and individual changes that have emerged as a result of global competition (Yeşil, 2016). This research addressed democratic, laissez-faire, and autocratic leadership, which are modern leadership styles that can reflect basic leadership behaviours. Autocratic Leadership: In this management style, where central control is in the leadership, all the powers in the organization are gathered in the leader, and generally, all decisions are made by the organization leader (Bolden, Gosling, Marturano and Dennison, 2003; De Hoogh, Geer and Den Hartog, 2015; Harms, Wood, Landay, Lester and Lester, 2018). Autocratic leaders do not tend to negotiate or consult with their followers and expect their orders to be fulfilled without question. They focus on procedures rather than people. They use the punishment and reward system within the organization (Dinham, 2007; Amini, Mulavizada and Nikzad, 2019). Employees cannot participate in the planning of goals, plans, and strategies in the organization. Here, individuals

typically tend to be motivated and organized. Leaders and employees act in cooperation to achieve the determined goals and objectives (Öztekin, 1996). Leaders who adopt such a leadership understanding control their subordinates and manage them (Cremer, 2006). Democratic Leadership: Gastil (1994) defines democratic leadership as the performance of three functions, such as distributing responsibility, empowering group members, and helping the group's decision-making process (Gastil, 1994). Managers who adopt democratic leadership inform their employees about everything that affects their work and share their decision making and problem-solving responsibilities (Chukwusa, 2019; Amini et al., 2019). The leader with this understanding allows the employees to develop themselves and show their creativity, enables them to develop their team spirit, establish a fair reward and promotion system, establish trust-based relationships with their employees and enable them to participate in decisions to be taken in the organization (İnce, 2013). The leader increases the perception of 'we' among his followers and reduces the amount of conflict and competition within the organization by ensuring that his followers are more patient and tolerant (Argyris, 1955).

Democratic (participative) leadership, which is generally defined as the involvement of employees in decision-making processes in the enterprise, is a source of internal motivation for employees and strengthens the sense of trust in employees (Bitmiş, Rodopman, Üner and Sökmen, 2015). Laissez-faire Leadership: While Robbins defines laissez-faire leadership as eliminating responsibilities and avoiding decision making (Chaudhry and Javed, 2012; Amini et al., 2019), Aydın explained laissez-faire leadership as an unauthorized leadership style (Aydın, 2018). In this type of leadership understanding, employees are rarely guided and directed. The leader gives freedom to group members and provides the necessary materials. The leader only answers employees' questions and allows group members to decide, avoiding giving feedback (Skogstad, Einarsen, Torsheim, Aasland and Hetland, 2007; Canbolat, 2016). Interactions and similar actions between the leader and group members rarely occur. In other words, the leaders' administrative power over their employees is considerably reduced, since leaders who adopt this leadership approach avoid responsibility and impose their responsibilities on their employees.

Employees try to determine their own goals, targets, strategies, and plans, if possible (Bass, 1990; Breevaart and Zacher, 2019). Laissez-faire leadership style can be beneficial since employees can determine their goals, objectives, plans, and business policies, implement the decisions through trial and error, have the opportunity to get to know themselves better, and thus discover their knowledge and skills (Khan, 2013). Managers can use this kind of leadership in an organization with talented, experienced, educated, and highly analytical followers when there is no need to monitor the implementation of a decision taken carefully. In contrast, if followers do not have sufficient experience and necessary skills, the implementation of this leadership style can have negative consequences for the organization (Şahin, Temizel and Örselli, 2004).

Many researchers have made different definitions regarding the concept of identification. According to the first definition made by Freud, organizational identification is the identity in psychoanalysis, the first expression of the emotional bond established with another person (Çırakoğlu, 2010). Mael and Tetrick (1992) define identification with a psychological group or organization as the perception of sharing the experiences of a focus group and sharing the characteristics of the group members. Ashforth and Mael have identified identification as the perception of oneness with or belongingness to a group, involving the direct or vicarious experience of its successes and failures (Ashforth and Mael, 1989; Buil, Martinez and Matute, 2019). According to Kerse and Karabey (2017), organizational identification is the ability for employees to identify the organization and themselves and feel attached to the organization. Dutton, Dukerich and Harquail (1994) defined organizational identification as a form of psychological attachment that occurs when members adopt the defining characteristics of the organization as their defining features. The common denominator of the definitions about organizational identification is that they express the emotional process of the employee (such as being satisfied and proud of the organization she/he works for), her/his cognitive process (feeling that she/he is a part of the organization, incorporating organizational values) or associating both situations (Riketta, 2005). Identification reflects the strength of a person's organizational identity and the extent to which the

content of the member's concept of self depends on his organizational membership (Miao, Eva, Newman and Schwarz, 2019). When organizational identification is strong, a person includes and integrates a large part of what she/he believes to be permanent and central about the organization into her/his unique self-concept. Accordingly, if an individual uses the concepts, he uses in defining the organization to define himself, she/he is considered to be strongly identified with the enterprise he works for (Dutton et al., 1994).

The employees must identify with the organization in hotel businesses where it is imperative to benefit from human resources effectively (Akbaba, 2018). Especially in businesses such as hotels, where communication with guests is intense, identification of employees with the organization can directly affect the quality of service (Sökmen, 2019). The leadership styles that managers will follow while performing their business activities can significantly affect the level of organizational identification that employees have (Moriani, Molero, Topa and Mangin, 2014). The results of many studies in the literature examining the relationship between leadership styles and organizational identification also support this statement (Epitropaki and Martin, 2005; Alharbi and Abdullah, 2016). Dick, Hirst, Grojean and Wieseke (2007) found a significant relationship between leadership style and organizational identification in their study to reveal the relationship between leadership behaviour and organizational identification. As a result of the study conducted on 153 employees working in travel agencies to determine the relationship between perceived transactional leadership behaviour and organizational identification, Morçin and Morçin (2013) concluded that there is a significant relationship between transactional leadership and organizational identification, and transactional leadership has an impact on organizational identification. As a result of their research to reveal the relationship between transformational leadership and organizational identification of employees, Zengtian and Xiuyuan (2014) found a significant relationship between transformational leadership and organizational identification.

Fettahlioğlu, Akdoğan and Özay (2018) conducted a survey study on 276 employees to measure the impact of paternalist leadership on organizational

identification and concluded that paternalist leadership behaviour positively affected organizational identification. According to the results of the questionnaire conducted by İşcan (2016) on 213 employees, there was a significant relationship between both transformational and transactional leadership and organizational identification. In their study to reveal the effect of ethical leadership behaviour on organizational identification, Kılıç and Erkuşlu (2017) found that ethical leadership positively affects organizational identification. Zorlu, Avan and Baytok (2019) researched with a sample of 309 hotel employees to determine the relationship between servant leadership and organizational identification. Similarly, significant relationships were found between the two variables in the study by Cinnioğlu (2019), which aimed to determine the relationship between servant leadership and organizational identification. Against this background, the models and hypotheses to determine the effect of autocratic, laissez-faire, and democratic leadership on organizational identification are as follows:

H₁: *The autocratic leadership behaviour perceived by hotel employees affects their organizational identification levels negatively.*

H₂: *Democratic leadership behaviour perceived by hotel employees affects their organizational identification levels positively.*

H₃: *The laissez-faire leadership behaviour perceived by hotel employees affects their organizational identification levels negatively.*

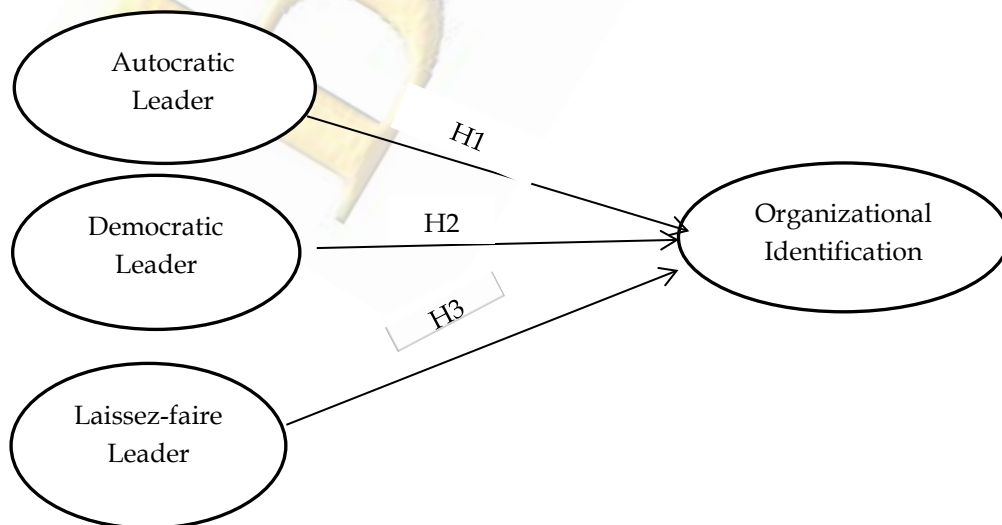


Figure 1. The Conceptual Model of the Study

3. DESIGN AND METHOD

The questionnaire technique was used as a data collection tool in this study. While the first part of the questionnaire has statements for determining the leadership perceptions and organizational identification levels of employees, the second part includes demographic questions. The Managerial Behaviour Questionnaire (MBQ) scale developed by Kurt and Terzi (2005) -its validity and reliability were proved in many studies (Kars 2017; Özturan 2018)- was used to measure the leadership perceptions of the participants. The MBQ scale consists of three sections and 29 statements in total. The statements 1 to 9 in the first section are intended to measure autocratic leadership, statements 10 to 18 in the second section are to measure democratic leadership, and statements from 19 to 29 in the third section are to measure laissez-faire leadership. Kurt and Terzi (2005), in their research, calculated the Cronbach Alpha coefficient of the scale related to the first sub-dimension as 0.85, 0.87 for the second sub-dimension, and 0.83 for the third sub-dimension. The overall Cronbach Alpha coefficient of the scale was 0.66. The organizational identification scale, which was developed by Mael and Ashforth (1992) and used in many studies (Turunç and Çelik, 2010; Eker, 2015; Fettahlioğlu and Koca 2015; Kerse and Karabe, 2017; Cinnioğlu 2019; Karaalioğlu, 2019), was used to determine the level of organizational identification. In this scale consisting of a total of one section and six expressions, the answers were taken with a 5-point Likert scale (scale ranging from 1 strongly disagree to 5 strongly agree.). Mael and Ashforth (1992) found the scale's reliability coefficient as 0.87.

The universe of the research consists of five-star hotels operating in Antalya, Turkey. The most critical factors in choosing five-star hotels within the scope of the research are that these businesses typically have a corporate structure, and hotel managers and human resources practices are professional. Antalya was preferred for the study as it has the top place in Turkey in terms of the number of hotels and tourists. According to the data of the Ministry of Culture and Tourism, there are 285 five-star hotels in Antalya and the bed capacity of these hotels is approximately 305.000. However, the number of employees in these hotels is not precise. According to the Labor Force Survey in the Hospitality and Tourism Industry conducted by the

Ministry of Culture and Tourism, the number of staff per bed is calculated as 0.59 for five-star hotel businesses. Based on this data, the number of employees in these hotels can be considered as 179.950 (Okşit and Kılıç, 2019). In this context, the number of samples for the infinite universe has been determined as 384 people (Ural and Kılıç, 2013).

Given that the sample size should be ten times the number of statements for the sample size to be reliable, the sample number should be 350 and above (since there are 35 statements in total). A simple random sampling method was used to select the people to be included in the sample. The questionnaire was conducted face to face between October and December 2019 (Since the data collection time was before January 1, 2020, no ethics committee permission document was required). Five hundred ten questionnaires were distributed, and 482 questionnaires were returned. However, after removing the defective and incomplete questionnaires, a total of 464 multivariate regular distribution questionnaires were included in the analysis. 66% of the employees in the sample are male (f: 306), 54% are single (f: 251), 43% (f: 200) are high school graduates, and 52% (f: 241) are working in the food and beverage department. Besides, 34% (f: 158) of the employees work for 2-4 years in the existing hotel, while 41% (f: 190) work in the tourism industry for 2-7 years.

4. FINDINGS

Firstly, the explanatory factor analysis was performed to confirm the construct validity of the scales used in the research. In the explanatory factor analysis, KMO (Kaiser-Meyer-Olkin Measure of Sampling Adequacy) was used to measure the sampling adequacy of the scales, and Bartlett's test values were taken into account for the validity of the model. In the explanatory factor analysis, it is expected that the KMO value is typically higher than 0.60, Bartlett's test values are significant ($p < 0.05$), and also the factor loadings are higher than 0.30 (İslamoğlu and Alnıaçık, 2014).

Table 1. Factor Analysis Results for the Managerial Behaviour Scale

Items	Factor Loading	Explained Variance (%)	Eigenvalue	AVE	CR
Laissez-faire Leadership					
He/she ignores the requests and complaints of the employees.	.762	52.271	15.159	0.53	0.92
She/he does not strive for the purposes of the institution.	.759				
She/he makes very few decisions in in-house activities.	.750				
He/she does not want to face problems	.750				
She/he avoids exercising its powers.	.749				
He/she is not concerned with the motivation of the employees.	.732				
She/he communicates superficially with employees.	.728				
He/she left the enterprise on its own.	.725				
She/he does not attempt to improve the organization.	.714				
His/her presence in the workplace is not felt.	.692				
She/he is alienated from the employees and the workplace.	.689				
Democratic Leadership					
He/she takes the suggestions of the employees seriously.	.836	10.724	3.110	0.567	0.92
She/he believes that everyone should have self-control.	.828				
He/she wants the employees to be comfortable with him.	.798				
She/he makes decisions together with the employees about the things to do.	.783				
He/she enables employees to participate in management.	.780				
He/she balances the needs of employees with the objectives of the institution.	.780				
She/he allows employees to show their creativity.	.683				
She/he pays attention to the personal characteristics of the employees.	.673				
He/she strives to develop team spirit in employees.	.582				
Autocratic Leadership					
She/he approaches the employees in a prescriptive way.	.805	6.127	1.777		
He/she believes in one-person management.	.803				

He/she explains the reasons for his/her decisions if he/she so wishes.	.795				
He/she treats employees officially.	.757			0.568	0.921
He/she believes that he/she is a person to be afraid of.	.754				
He/she is in favour of strict supervision.	.732				
He/she expects to be obeyed unconditionally.	.727				
He/she does not allow anyone to interfere with his/her decisions.	.725				
He/she does not like to be asked for help.	.676				
KMO: .855 Sig=.000 Bartlett's Test: 1.283E4		Total Variance Explained 69.122			

As a result of the factor analysis made with the Varimax method, the KMO value of the Managerial Behaviour scale was found to be 0.855, and Bartlett's test values were significant ($p = 000$) (Table 1). Three sub-dimensions with an eigenvalue higher than one were detected on the scale. These dimensions were named as autocratic leadership, democratic leadership, and laissez-faire leadership, adhering to the original of the scale. The total variance explained by these dimensions is 69.122%. Table 1 also includes the results of Composite Reliabilities (CR) and Average Variance Extracted-AVE analysis. Convergent validity refers to that the statements related to variables are related to each other and to the factor they create. Divergent validity, on the other hand, indicates that statements related to variables should be less related to factors other than the factor to which they belong. For convergent validity, all CR values related to the scale are expected to be higher than AVE values, the AVE value will be higher than 0.50 and the CR value higher than 0.70 (Yaşlıoğlu 2017; Küçükkelçi 2019). CR and AVE values were calculated for each dimension of the Managerial Behaviour Scale. It is seen that AVE values for all dimensions are higher than 0.50, and CR values are higher than 0.70.

Explanatory factor analysis results for the organizational identification scale are given in Table 2. The organizational identification scale, which consists of six statements, was determined as a single dimension, and this dimension explains 77.100% of the total variance (KMO: .907). It is also seen that the AVE value of the organizational identification scale is higher than 0.50, and the CR value is higher than 0.70.

Table 2. Factor Analysis Results for Organizational Identification Scale

Items	Factor Loading	Explained Variance (%)	Eigenvalue	AVE	CR
When I talk about this hotel, I usually say "we" rather than "they."	.920	77.100	4.626	0.77	0.95
This hotel's successes are my successes.	.920				
I am very interested in what others think about my hotel	.899				
When someone praises this hotel, it feels like a personal compliment.	.880				
If a story in the media criticized this hotel, I would feel embarrassed	.840				
When someone criticizes my hotel, it feels like a personal insult.	.802				
KMO: .907 Sig=.000 Bartlett's Test: 2.481E3 Total Variance Explained 77.100					

After the dimensions of the scales were determined within the scope of the explanatory factor analysis, confirmatory factor analysis was performed to test the accuracy of these dimensions. At the same time, to identify if the model fit was acceptable, χ^2 (Chi-Square Goodness of Fit) / (degrees freedom) df, RMSEA (Root Means Square Error of Approximation), AGFI (Adjusted Goodness of Fit Index), GFI (Goodness of Fit Index), CFI (Comparative Fit Index), IFI (Increment Fit Index), TLI (Tucker-Lewis Index) and NFI (Normed Fit Index) goodness of fit was taken as a base (Akgündüz and Eryılmaz, 2018).

Table 3. The Goodness of Fit Values of Confirmatory Factor Analysis for Scales

Indexes	Good	Acceptable	Managerial Behaviour Scale	Organizational Identification Scale
CMIN/DF (x^2/sd)	≤ 3	$\leq 4-5$	2.82	3.94
NFI	≥ 0.95	0.94-0.90	.92	.99
RMSEA	≤ 0.05	0.06-0.08	.06	.06
GFI	≥ 0.90	0.89-0.85	.87	.98
AGFI	≥ 0.90	0.89-0.85	.87	.94
CFI	≥ 0.97	≥ 0.95	.95	.99
TLI	≥ 0.95	0.94-0.90	.94	.99
IFI	≥ 0.95	0.94-0.90	.95	.99

(Meydan and Şeşen 2015)

The goodness of fit values for the scales given in Table 3 show that the fit index values of all scales are acceptable. The reliability levels of these factors were determined following the factor analysis for the scales used in the study. When the Cronbach's Alpha values of the scales are analysed, it is seen that the autocratic leadership scale is 0.835, the democratic leadership scale is 0.840, the laissez-faire leadership scale is 0.861, and the organizational identification scale is 0.841 (Table 4). In light of these data, it can be said that the reliability levels of the scales used in the research are high (Cronbach's Alfa ≥ 0.60). When looking at the average values for the variables in Table 4, it can be said that employees perceive their managers as a democratic leader (3.40) rather than an autocratic (2.75) and laissez-faire leader (2.44). Besides, it is seen that the level of identification of employees with the organization is quite high (3,53).

Table 4. Mean and Cronbach's Alpha Values of Variables

Variable	Number of Statements	Mean	S.D.	Cronbach's Alfa
1)-Autocratic Leadership	9	2.75	.885	.835
2)-Democratic Leadership	9	3.40	.952	.840
3)-Laissez-faire Leadership	11	2.44	.933	.861
4)-Organizational Identification	6	3.53	.864	.841

Correlation analysis was conducted to determine the direction and strength of the relationships between the variables and the results are given in Table 5. The correlation between 0.5 and 0.8 is typically called a strong correlation (Ural and Kılıç, 2013). The results of the analysis show a negative, significant, and healthy relationship between organizational identification and autocratic leadership ($r: -.575$; $p < .001$) and laissez-faire leadership ($r: -, .728$; $p < .001$). The correlation values between organizational identification and democratic leadership, on the other hand, indicate a positive, significant, and healthy relationship ($r: .751$; $p < .001$) between the two variables.

Table 5. Analysis of Correlation for the Relationship between Managerial Behaviour and Organizational Identification

	n	Autocratic Leadership	Laissez-faire Leadership	Democratic Leadership	Organizational Identification
Autocratic Leadership	464	1			
Laissez-faire Leadership	464	.660**	1		
Democratic Leadership	464	-.503**	-.698**	1	
Organizational Identification	464	-.575**	-.728**	.751**	1

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

Firstly, confirmatory factor analysis was conducted to test the construct validity of the research model stated in the theoretical structure. Then, path analysis was carried out to test the research hypotheses. The error terms with correlation indices, which are high in the path analysis values of the research model in Figure 2, were connected to each other, and the goodness of fit values of the model was increased. As a result, it is seen that the goodness of fit values of the research model is within the limits of acceptable fit values.

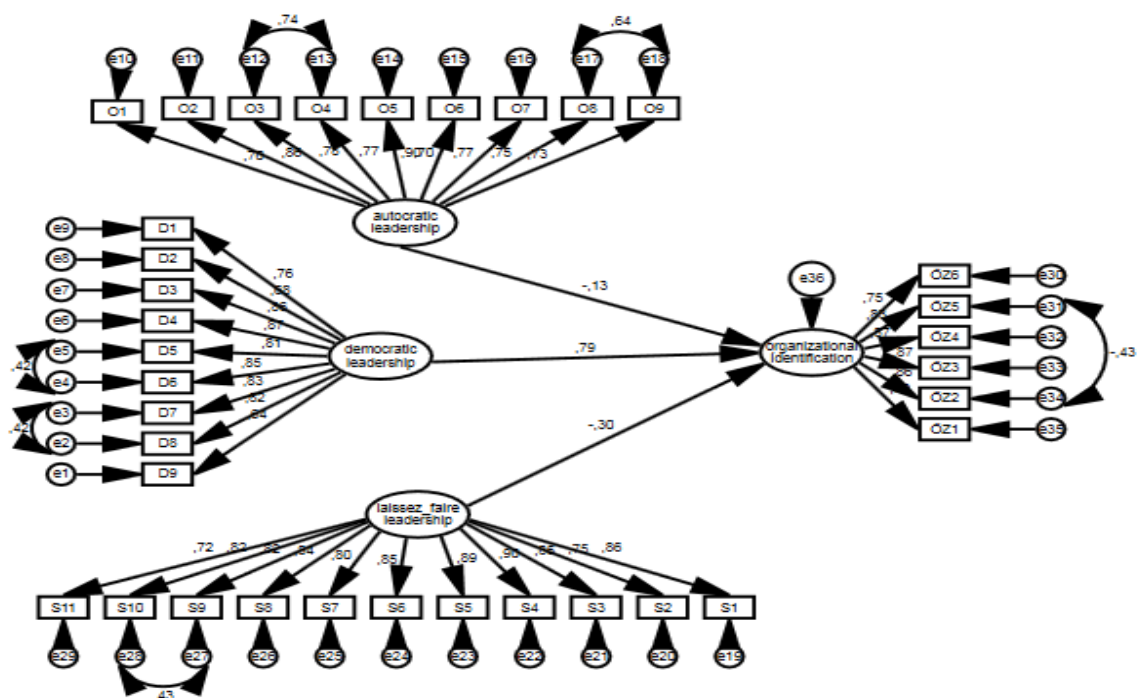


Figure 2. Path Analysis Values of the Research Model

Model Fit Values: CMIN/DF: 2.99 NFI: .90 RMSEA: .07 IFI: .93 TLI: .93 GFI: .85

Path analysis was performed to test the relationship between variables following the goodness of fit values of the measurement model. Leadership style refers to the independent variable in this analysis, while organizational identification refers to the dependent variable. In the model, when the t value is above 1.96, the relationship between the variables is at the level of 0.05, and when it is above 2.56, it is significant at the level of 0.01 (Akçöltekin, 2019). Since the lowest t value in the research model is -2.57, the relationship between the variables can be said to be significant at the level of 0.01.

Table 6. Structural Parameter Estimates

Hypothesized path			Standardized path coefficients	Standard Errors	t-Value	P values	Result
H1: Identification	<---	Autocratic Leadership	-.13	.04	-2.57	0.001	Supported
H2: Identification	<---	Democratic Leadership	.79	.09	11.51	0.001	Supported
H3: Identification	<---	Laissez-faire Leadership	-.30	.04	-3.87	0.001	Supported

When Figure 2 and Table 6 are examined in general, it can be seen that autocratic leadership negatively and significantly affects organizational identification ($\beta = -0.13$; $t = -2.57$; $p = 0.001$). Similarly, laissez-faire leadership negatively and significantly affects the level of organizational identification ($\beta = -0.30$; $t = -3.87$; $p = 0.001$). On the other hand, democratic leadership positively and significantly affects the level of organizational identification ($\beta = 0.79$; $t = 11.51$; $p = 0.001$). Hypothesis results are presented in Table 6 in general.

5. DISCUSSION

We found that there is a positive relationship between the democratic leadership behaviours perceived by the hotel staff and the level of organizational identification. It is seen that the results obtained in the scope of the research and the studies in the literature overlap. A study by Sakal (2018) found that if managers give importance and trust their employees and take into account their wishes and needs, this may increase the level of organizational identification. Similarly, Baykal, Zehir and Köle (2018) stated that the managers who care about the wishes and needs of the

employees and enable them to participate in the management process and give importance to the ideas of their employees in the decision-making process increase the organizational identification level. In general, within the scope of the findings of the studies in the literature (İşcan, 2006; Turgut, Tokmak ve Güçel, 2012; Morçin and Morçin, 2013; Akbari, Kashani, Nikookar and Ghaemi, 2014; Eren and Titizoğlu, 2014; Ateş, 2015; Çelik, 2018; Sakal, 2018; Zorlu et al., 2019), the following characteristics ensure that employees have a robust organizational identification as well as increase their job performance and motivation: the trust that managers create on their employees, allowing employees to contribute to the organization, fair attitude, and consideration of the personal wishes and needs of each employee in the business.

Another finding of the research is that autocratic leadership negatively affects organizational identification. Unlike democratic leaders, managers who adopt autocratic leadership establish a strict control system, ignore the wishes and needs of employees, focus solely on business activities, enforce organizational procedures unconditionally and establish formal relationships with employees. In other words, autocratic leaders do not give their employees the right to choose and do not care about their wishes and thoughts while doing the work while democratic leaders consider mutual respect and try to do things by giving their employees the right to choose, with emphasis on desire and motivation (Peker, İnandı and Gılıç, 2018). Mboya, Were and Otieno (2018) also stated that autocratic leaders do not tend to communicate with their employees and they expect their orders to be executed without question, they focus on procedures rather than people. They are feared rather than being respected or loved because they intensely use punishments and sanctions. This situation may cause employees to move away rather than integrate with the organization.

For this reason, it can be stated that managers who do not care about the individuals, which are the most critical factors in tourism businesses, who do not care about the wishes and needs of employees, can decrease the organizational identification level of the employees. Blake and Mouton define task-oriented leadership as the autocratic leadership and state that this kind of leadership neglects

the human element within the business while focusing on business processes (Çekmecelioğlu, 2014). Tengilimoğlu (2005) states that business managers in the private sector have a more friendly approach and show relationship-oriented and participative leadership behaviour. In hotels operating in the service sector, it can be said that this type of leadership is not very suitable for hotel businesses due to the nature of the environment created by serving people. In their study on hotels, Özdevecioğlu and Kanıgür (2009) found that hotel employees' perception of relationship-oriented leadership was higher than task-oriented leadership. Findings obtained in the study also show that most hotel managers do not show the autocratic leadership style.

As a result of the analyses conducted to determine the effect of Laissez-faire leadership on the level of organizational identification, it was found that this type of leadership reduces the level of organizational identification of employees. Özturan and Tuğsal (2019) state that Employees in enterprises with laissez-faire leadership understanding must determine their own goals and objectives and deal with the problems they face on their own. For this reason, a leader cannot be influential. According to Tosunoğlu and Ekmekçi (2016), the laissez-faire leader does not have supervisory authority, and the presence and participation of the leader are not felt. Therefore, the expectations of subordinates are not met, and this situation may cause employees to have negative feelings towards the organization. Laissez-faire leaders are people who do not make their presence felt in the business, do not distribute work within the group, do not contribute to finding solutions to the problems, and role conflicts among their employees and do not benefit their employees (Özturan and Tuğsal, 2019). Role ambiguity and role conflict can negatively affect the cooperation of groups within the organization and the job performance of employees. The fact that leaders with this understanding have poor communication and interaction with their employees, they are not concerned with the problems of the employees, they leave their employees to themselves may cause employees to feel insignificant and experience identification problems with their organizations (Al-Malki and Juan, 2018).

6. CONCLUSION

The study was carried out to determine the relationship between the democratic, autocratic, and laissez-faire leadership behaviours adopted by the managers of five-star hotels and the organizational identification levels of their employees. To this end, 464 people working in five-star hotels operating in Antalya were included in the study using the simple random sampling method, and a face-to-face questionnaire technique was applied to them. According to the results of the research, the hypothesis H1 (The autocratic leadership behaviour perceived by hotel employees affects their organizational identification levels) was accepted. Hotel managers, who show autocratic leadership behaviour, may cause the organizational identification levels of the employees to decrease. The second hypothesis of the research (Democratic leadership behaviour perceived by hotel employees affects their organizational identification levels) was supported. According to the findings, the organizational identification level of the employees may increase if the hotel managers display democratic leadership behaviour. Finally, the laissez-faire leadership behaviour perceived by hotel employees affects their organizational identification levels, which means that the H3 hypothesis was also supported. According to this result, if the managers adopt the laissez-faire leadership style, the level of identification of the employees in the organization may decrease.

The research concluded that employees perceive their managers as democratic leaders. In other words, it can be said that hotel managers adopt leadership styles that consider the wishes and needs of their employees and give importance to their subordinates. Besides, the level of organizational identity of the hotel staff was above average. Based on this result, we can say that the employees willingly perform the activities in the hotel operations and adopt the hotel they work in. Besides, the level of organizational identification is high in such an organization, thanks to the fact that managers value the employees and create an organizational culture that gives importance and confidence to their subordinates. In this context, managers who want to strengthen their organizational identification levels are recommended to adopt leadership approaches similar to democratic leadership behaviours that give importance and trust to their subordinates and take into account their personality

traits. In other words, the level of organizational identification of employees can be positively affected if hotel executives take into account the personality traits of the employees while performing their business activities, include the employees in the decisions taken and pay attention to their wishes and needs. Communication is poor between employees and hotel managers who adopt to apply strict rules and adopt autocratic leadership.

For this reason, the motivation of the employees may decrease, conflicts may arise between the employees, and this may lead to low productivity. Leaders who use Laissez-faire leadership behaviour typically refrain from exercising their powers. Their presence is not felt within the business. It can be said that this kind of leadership approach may harm the sense of belonging of the hotel staff to the hotel they work in; in other words, their organizational identification.

This study has some limitations. The data were obtained from employees of the five-star hotels operating in Antalya, Turkey. Therefore, it is difficult to generalize the results. Moreover, since the research data was obtained in 2019, the research also has a time limitation. Future studies on the subject may include other leadership styles that may affect organizational identification levels. Alternatively, the same study can be carried out in different cities or businesses other than hotels, such as restaurant businesses and travel agencies. Besides, the effect of these leadership styles on different elements of the organization can also be the subject of research.

REFERENCES

- Akbaba, M. (2018). Otel işletmelerinde psikolojik sözleşmenin işe yabancılaşma ve örgütsel özdeşleşme üzerine etkisi (The effect of psychological contract on work alienation and organizational identification in hotel businesses). *Journal of Institute of Economic Development and Social Researches*, 4(8), 320-330.
- Akbari, M., Kashani, S., H., Nikookar, H., Ghaemi, J. (2014). Servant leadership and organizational identity: the mediating role of job involvement. *International Journal of Organizational Leadership*, 3(2), 41-55. <https://doi.org/10.33844/ijol.2014.60185>
- Akçöltekin, A. (2019). Bilimsel araştırmalara yönelik öğretmen öz yeterlilik ölçeğinin geliştirilmesi (The development of the teachers' self-efficacy scale regarding scientific researches). *Kastamonu Eğitim Dergisi*, 27(6), 2713-2727. <https://doi.org/10.24106/kefdergi.3707>
- Akgündüz, Y., Eryılmaz, G. (2018). Does turnover intention mediate the effects of job insecurity and co-worker support on social loafing?. *International Journal of Hospitality Management*, 68, 41-49. <https://doi.org/10.1016/j.ijhm.2017.09.010>
- Alharbi, K. K., Abdullah, A., R., A. (2016). Leadership styles as a source of employee organizational identification. *International Journal of Economics, Commerce and Management United Kingdom*, 4(12), 270-279.
- Al-Malki, M., Juan, W. (2018). Impact of laissez-faire leadership on role ambiguity and role conflict: implications for job performance. *International Journal of Innovation and Economic Development*, 4(1), 29-43. <https://doi.org/10.18775/ijied.1849-7551-7020.2015.41.2003>
- Amini, M.Y., Mulavizada, S., Nikzad, H. (2019). The impact of autocratic, democratic and laissez-fair leadership style on employee motivation and commitment: a case study of Afghan wireless communication company (Awcc). *Journal of Business and Management*, 21(6), 45-50. DOI: 10.9790/487X-2106014550
- Argyris, C. (1955). Organizational leadership and participative management. *The Journal of Business*, 28(1), 1-7. <http://dx.doi.org/10.1086/294053>
- Ashforth, B. E., Mael, F. (1989). Social identity theory and the organization. *Academy Of Management Review*, 14(1), 20-39.
- Ateş, M. F. (2015). Hizmetkâr liderlik ve örgütsel adaletin örgütsel özdeşleşmeye etkisinde örgütsel güvenin aracılık rolü (The mediating role of organizational trust on the effects of servant leadership and organizational justice on organizational identification). *İşletme Araştırmaları Dergisi*, 7(3), 75-95. <https://doi.org/10.20491/isader.2018315714>

Aydın, B. (2018). The role of organizational culture on leadership styles. *MANAS Journal of Social Studies*, 7(1), 267-280.

Balcı, A., Baltacı, A., Fidan, T., Cereci, C. (2012). Örgütsel sosyalleşmenin, örgütsel özdeşleşme ve örgütsel vatandaşlıkla ilişkisi: ilköğretim okulu yöneticileri üzerinde bir araştırma (The relationship between organizational socialization, organizational identification and organizational citizenship: a study on primary school administrators). *Eğitim Bilimleri Araştırma Dergisi*, 2(2), 47-74.

Bass, M. B. (1990). From transactional to transformational leadership: learning to share the vision. *Organizational Dynamics*, 18(3), 19-36. [https://doi.org/10.1016/0090-2616\(90\)90061-s](https://doi.org/10.1016/0090-2616(90)90061-s)

Baykal, E., Zehir, C., Köle, M. (2018). Hizmetkâr liderlik firma performansı ilişkisinde örgütsel özdeşleşmenin aracı (mediator) etkisi (The mediation effect of organizational identification in the relationship between servant leadership and firm performance). *Akademik Hassasiyetler*, 5(9), 111-133.

Bitmiş, M. G., Rodopman, B., Üner, M. M., Sökmen, A. (2015). Katılımcı liderliğin iş tatmini üzerindeki etkisi: örgütsel feda etmenin aracılık rolü (The impact of participative leadership on job satisfaction: the mediating role of organizational sacrifice). *Gazi Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 17(1), 1-13.

Buil, I., Martinez, E., Matute, J. (2019). Transformational leadership and employee performance: the role of identification, engagement and proactive personality. *International Journal of Hospitality Management*, 77, 64-75. <https://doi.org/10.1016/j.ijhm.2018.06.014>

Bolden, R., Gosling, J., Marturano, A., Dennison, P. (2003). A review of leadership theory and competency frameworks. Edited version of a report for chase consulting and the management standards centre. *University of Exeter Centre for Leadership Studies*, United Kingdom, 1-44.

Breevaart, K., Zacher, H. (2019). Main and interactive effects of weekly transformational and laissez-faire leadership on followers' trust in the leader and leader effectiveness. *Journal of Occupational and Organizational Psychology*, 92, 384-409. Doi:10.1111/joop.12253

Canbolat, S.G. (2016). *Yöneticilerin liderlik tarzlarına ilişkin çalışan algıları. Çedaş grup şirketleri örneği (Çorumgaz, Sürmeligaz, Kargaz) (Employee perceptions regarding managers' leadership styles. Çedaş group companies example (Çorumgaz, Sürmeligaz, Kargaz). (Unpublished postgraduate thesis). Hitit Üniversitesi Sosyal Bilimler Enstitüsü İşletme AnaBilim Dalı, Çorum, 1-109.*

Chaudhry, A.Q., Javed, H. (2012). Impact of transactional and laissez faire leadership style on motivation. *International Journal of Business and Social Science*, 3(7), 258-264. <https://doi.org/10.1007/s11115-014-0287-6>

Chukwusa, J. (2019). Perceived democratic leadership style of university librarians and library staff work attitude. *Library Philosophy and Practice (e-journal)*, 2446, 1-24.

Cinnioğlu, H. (2019). Hizmetkâr liderlik davranışının örgütsel özdeşleşme ve işgören performansı üzerine etkisi: restoran çalışanları üzerinde bir inceleme (The effect of perceived servant leadership behaviour on the organizational identification and performance of employees: a research on restaurant employees). *İşletme Araştırmaları Dergisi*, 11(4), 2902-2911. <https://doi.org/10.20491/isarder.2019.783>

Cremer, D.D. (2006). Affective and motivational consequences of leader self-sacrifice: the moderating effect of autocratic leadership. *The Leadership Quarterly*, 17(1), 79-93. <https://doi.org/10.1016/j.leaqua.2005.10.005>

Çakınberk, A., Derin, N., Demirel, E.T. (2011). Örgütsel özdeşleşmenin örgütsel bağlılıkla biçimlenmesi: Malatya ve Tunceli özel eğitim kurumları örneği (Shaping of organizational identification by organizational commitment: example of private education institutions in Malatya and Tunceli). *İşletme Araştırmaları Dergisi*, 3(1), 89-121.

Çekmecelioğlu, H.G. (2014). Göreve ve insana yönelik liderlik tarzlarının örgütsel bağlılık, iş performansı ve işten ayrılma niyeti üzerindeki etkileri (The effects of task oriented leadership and people oriented leadership styles on organizational commitment, job performance and intention to leave). *Kocaeli Üniversitesi Sosyal Bilimler Dergisi*, 28, 21-34.

Çelik, N. (2018). Konaklama işletmeleri çalışanlarının hizmetkar liderlik algılarının örgütsel özdeşleşme üzerine etkisi: Konya ili örneği (The effect of accommodation enterprises workers' perception of servant leadership on organizational identification: the case of Konya). *Mehmet Akif Ersoy Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 5(3), 765-782. <https://doi.org/10.30798/makuiibf.421381>

Çırakoğlu, H. (2010). Örgütsel özdeşleşme ve iş doyumu ilişkisi (Organizational identification and job satisfaction relationship). (Unpublished postgraduate thesis). *İstanbul Dokuz Eylül Üniversitesi Sosyal Bilimler Enstitüsü*, İzmir, 1-70.

De Hoogh, A.H.B., Greer, L.L., Den Hartog, D.N. (2015). Diabolical dictators or capable commanders? An investigation of the differential effects of autocratic leadership on team performance. *January the Leadership Quarterly*, 26(5), 687-701. <https://doi.org/10.1016/j.leaqua.2015.01.001>

Dick, R.V., Hirst, G., Grojean, M.W., Wieseke, J. (2007). Relationships between leader and follower organizational identification and implications for follower attitudes and behaviour. *Journal of Occupational and Organizational Psychology*, 80, 133-150. <https://doi.org/10.1348/096317905x71831>

Dinham, S. (2007). Authoritative leadership, action learning and student accomplishment. *Australian Council for Educational Research, The Leadership Challenge: Improving Learning in School, Conference Archive*, 32-39.

- Dutton, J.E., Dukerich, J.M., Harquail, C.V. (1994). Organizational images and member identification. *Administrative Science Quarterly*, 39(2), 239-263. <https://doi.org/10.2307/2393235>
- Eker, D. (2015). Öğretim elemanı örgütsel özdeşleşme ölçeği geçerlik ve güvenirlik çalışması (Instructor's organizational identification scale (validity and reliability)). *Eğitim ve Öğretim Araştırmaları Dergisi*, 4(4), 118-124.
- Epitropaki, O., Martin, R. (2005). The moderating role of individual differences in the relation between transformational/transactional leadership perceptions and organizational identification. *Leadership Quarterly*, 16, 569-589. <https://doi.org/10.1016/j.leaqua.2005.06.005>
- Eren, M.Ş., Titizoğlu, Ö.Ç. (2014). Dönüşümcü ve etkileşimci liderlik tarzlarının örgütsel özdeşleşme ve iş tatmini üzerindeki etkileri (The impact of transformational and transactional leadership styles on organizational identification and job satisfaction). *Sosyal Ekonomik Araştırmalar Dergisi*, 14(27), 275-303. <https://doi.org/10.30976/susead.302228>
- Fettahlioğlu, Ö.O., Akdoğan, Z., Özey, E. (2018). Paternalist liderlik tarzının örgütsel özdeşleşme üzerindeki etkisi (Effect of paternalist leadership style on organizational identification). *Journal of Social, Humanities and Administrative Sciences*, 9(4), 36-51. <https://doi.org/10.31589/joshas.36>
- Fettahlioğlu, Ö.O., Koca, N. (2015). Örgütsel özdeşleşme ve örgütsel vatandaşlık ilişkisinde örgütsel desteğin düzenleyici etkisi (The moderating effect of organizational support on organizational identification and organizational citizenship). *Sosyal Bilimler Dergisi*, 2(4), 218-234. <https://doi.org/10.16990/sobider.92>
- Gastil, J. (1994). A definition and illustration of democratic leadership. *Human Relations*, 47(8), 953-975. <https://doi.org/10.1177/001872679404700805>
- Harms, P.D., Wood, D., Landay, K., Lester, P.B., Lester, G.V. (2018). Autocratic leaders and authoritarian followers revisited: a review and agenda for the future. *The Leadership Quarterly*, 29, 105-122. <https://doi.org/10.1016/j.leaqua.2017.12.007>
- İnce, C. (2013). Demokratik liderlik ile ihtiyaçlar hiyerarşisi arasındaki ilişkiye yönelik 5 yıldızlı otel işletmelerinde bir araştırma (Research about the relationship between democratic leadership and the hierarchy of needs in the five stars hotels). *Akademik Bakış Dergisi*, 35, 1-15.
- İslamoğlu, A.H., Alnaçık, Ü. (2014). Sosyal bilimlerde araştırma yöntemleri (Research methods in social sciences). Beta Basım, İstanbul.
- İşcan, Ö.F. (2006). Dönüştürücü/etkileşimci liderlik algısı ve örgütsel özdeşleşme ilişkisinde bireysel farklılıkların rolü (The role of individual differences in the relation between transformational/transactional leadership perceptions and organizational identification). *Akdeniz İ.İ.B.F. Dergisi*, 11, 160-177.

Karaalioğlu, Z.F. (2019). *Algılanan örgütsel destek ile iş performansı ilişkisinde örgütsel özdeşleşme, iş tatmini ve örgütsel vatandaşlık davranışının aracı rolü (The mediating role of organizational identification, job satisfaction, and organizational citizenship behaviour in the relationship between perceived organizational support and job performance)*. (Yayımlanmamış Doktora Tezi). İstanbul Ticaret Üniversitesi Sosyal Bilimler Enstitüsü İşletme Anabilim Dalı, İstanbul, 1-316.

Kars, M. (2017). *Okul müdürlerinin liderlik davranışları ile öğretmenlerin örgütsel güvenleri arasındaki ilişkinin incelenmesi (Examination of the relationship between school principals 'leadership behaviours and teachers' organizational trust)*. (Unpublished postgraduate thesis). Mersin Üniversitesi Eğitim Bilimleri Enstitüsü, Mersin, 1-106.

Kerse, G., Karabey, C.N. (2017). Algılanan örgütsel desteğin örgütsel özdeşleşmeye etkisi: örgütsel sinizmin aracı rolü (The effects of perceived organizational support on organizational identification: the mediating role of organizational cynicism). *MANAS Sosyal Araştırmalar Dergisi*, 6(4), 379.

Khan, M. (2013). Team project laissez-faire leadership style contents. Team Project, Lahore Garrison University, Pakistan, 1-15.

Khan, Z.A., Nawaz, A., Khan, I. (2016). Leadership theories and styles: a literature review. *Journal of Resources Development and Management*, 16, 1-7.

Kılıç, S., Erkutlu, H.V. (2017). *Yöneticilerin etik liderlik davranışlarının örgütsel özdeşleşme, sapkın davranışlar ve sinizme etkisi (The effects of ethical leadership behaviours of managers on organizational identification, deviant behaviours and cynicism)*. (Unpublished postgraduate thesis). Nevşehir Hacı Bektaş Veli Üniversitesi, Nevşehir, 1-126.

Koçak, D. (2019). Örgütsel adalet ile örgütsel özdeşleşme arasındaki ilişkinin incelenmesi (Analysis of the relationship between organizational justice and organizational identification). *Uluslararası Toplum Araştırmaları Dergisi*, 1(18), 1001-1024. <https://doi.org/10.26466/opus.556322>

Kurt, T., Terzi, A.R. (2005). İlköğretim okulu müdürlerinin yöneticilik davranışlarının öğretmenlerin örgütsel bağlılığına etkisi (The effect of principal behaviours of primary school principals on teachers' organizational commitment). *Üç Aylık Eğitim Ve Sosyal Bilimler Dergisi*, Sayı 166.

Küçükkelçi, D.T. (2019). Hastane anksiyete ve depresyon ölçeği (HADS) üzerine bir çalışma (A study on the hospital anxiety and depression scale (HADS)). *Yaşam Becerileri Psikoloji Dergisi*, 3(5), 85-91. <https://doi.org/10.31461/ybpd.560253>

Mael, F.A., Tetrick, L.E. (1992). Identifying organizational identification. *Educational and Psychological Measurement*, 52(4), 813-824. <https://doi.org/10.1177/0013164492052004002>

Mael, F.A., Ashforth, B. E. (1992). Alumni and their alma mater: a partial test of the reformulated model of organizational identification. *Journal of Organizational Behaviour*, 13, 103-123. <https://doi.org/10.1002/job.4030130202>

- Mboya, M.A., Were, S., Otieno, R.O. (2018). Effect of autocratic leadership style on quality assurance in institutions of higher learning in Kenya. *International Journal of Management and Commerce Innovations*, 5(2), 1214-1225.
- Meleady, R., Crisp, R.J. (2017). Take it to the top: imagined interactions with leaders elevates organizational identification. *The Leadership Quarterly*, 28(5), 621-638. <https://doi.org/10.1016/j.leaqua.2017.01.008>
- Meydan, C.H., Şeşen, H. (2015). Yapısal eşitlik modellemesi amos uygulamaları (Structural equation modeling amos applications). Ankara, Detay Yayıncılık, İkinci Baskı.
- Miao, Q., Eva, N., Newman, A., Schwarz, G. (2019). Public service motivation and performance: the role of organizational identification. *Public Money & Management*, 39(2), 77-85, DOI: 10.1080/09540962.2018.1556004
- Moriano, J.A., Molero, F., Topa, G. Mangin, J.P. (2014). The influence of transformational leadership and organizational identification on intrapreneurship. *International Entrepreneurship and Management Journal*, 10(1), 103-119. DOI: 10.1007/s11365-011-0196-x
- Morçin, E.S., Morçin, İ. (2013). Etkileşimci liderliğin örgütsel özdeşleşmeye etkisi: Adana'daki seyahat acenteleri örneği (The effects of transactional leadership upon organizational identification: a case of travel agencies in Adana). *İşletme Araştırmaları Dergisi*, 5(4), 71-86.
- Morçin, S.E. (2018). Otel çalışanlarının liderle özdeşleşme tutumları: Antalya örneği (Hotel employees' identification with leader attitudes: the case of Antalya). *International Journal of Academic Value Studies (Javstudies)*, 4(18), 10-16. <https://doi.org/10.23929/javstudies.705>
- Okşit, Ç., Kılıç, G. (2019). Hizmetiçi eğitimin örgütsel özdeşleşme ve işten ayrılma niyetine etkisi: Antalya'daki beş yıldızlı otel işletmeleri örneği (The effect of service training on organizational identification and intention to leave: a case study on five star hotels in Antalya). *Journal of Tourism and Gastronomy Studies*, 7(1), 46-70. <https://doi.org/10.21325/jotags.2019.353>
- Özdevecioğlu, M., Kanıgür, S. (2009). Çalışanların ilişki ve görev yönelimli liderlik algılamalarının performansları üzerindeki etkileri (Perception of interaction and mission oriented leadership and its effect on performance). *K.M.U. İ.B.F. Dergisi*, 16, 53-82.
- Öztekin, A. (1996). Yönetim ve liderlik (Management and leadership). *Bilgi Türk Dünyası Sosyal Bilimler Dergisi*, 183-194.
- Özturan, M. (2018). Yöneticilerin duygusal zekâ düzeylerinin, yönetim tarzları ve örgütsel yabancılaşma duyguları üzerindeki etkisinin incelenmesi (Investigation of the effects of managers' emotional intelligence levels on management styles and emotions of organizational alienation). (Yayımlanmış Doktora Tezi) İstanbul Ticaret Üniversitesi Sosyal Bilimler Enstitüsü İşletme Anabilim Dalı, İstanbul, 1-238.

Özturan, M., Tuğsal, T. (2019). Yöneticilerin duygusal zekâ düzeylerinin demokratik-katılımcı ve tam serbesti tanıyan yönetim tarzları üzerindeki etkileri (The effects of managers' emotional intelligence levels on democratic-participative and laissez-faire management styles). *İstanbul Aydın Üniversitesi Dergisi*, 11(2), 269-292. <https://doi.org/10.17932/iau.iaud.m.13091352.2019.2/42.269-292>

Peker, S., İnandı, Y., Gılıç, F. (2018). The relationship between leadership styles (autocratic and democratic) of school administrators and the mobbing teachers suffer. *European Journal of Contemporary Education*, 7(1), 150-164.

Riketta, M. (2005). Organizational identification a meta-analysis. *Journal of Vocational Behaviour*, 66(2), 358-384. <https://doi.org/10.1016/j.jvb.2004.05.005>

Sakal, Ö. (2018). Kamuda "iyi idare" perspektifinde hizmetkâr liderlik, psikolojik güvenlik ve örgütsel özdeşleşme arasındaki ilişkilerin incelenmesi (Analysis of the relationship between servant leadership, psychological safety and organizational identification in "good administration" perspective). *Ombudsman Akademik Hakemli Dergisi*, 1, 259-293.

Sökmen, A. (2019). Örgütsel özdeşleşme, örgütsel bağlılık ve iş tatmini ilişkisi: otel işletmelerinde bir araştırma (The relationship between organizational identification, organizational commitment, and job satisfaction: a research in hotel operations). *Journal of Tourism and Gastronomy Studies*, 7(2), 980-990. <https://doi.org/10.21325/jotags.2019.403>

Skogstad, A., Einarsen, S., Torsheim, T., Aasland, M.S., Hetland, H. (2007). The destructiveness of laissez-faire leadership behaviour. *Journal of Occupational Health Psychology*, 12(1), 80-92. Doi: 10.1037/1076-8998.12.1.80

Şahin, A., Temizel, H., Örselli, E. (2004). Bankacılık sektöründe çalışan yöneticilerin kendi liderlik tarzlarını algılayış biçimleri ile çalışanların yöneticilerinin liderlik tarzlarını algılayış biçimlerine yönelik uygulamalı bir çalışma (An applied study on how managers perceived their own leadership styles in the banking sector, and how employees' managers perceived their leadership styles). 3. Ulusal Bilgi, Ekonomi ve Yönetim Kongresi Bildiri Kitabı, Sözkese Matbaacılık, Eskişehir, 659-660.

Tengilimoğu, D. (2005). Kamu ve özel sektör örgütlerinde liderlik davranışı özelliklerinin belirlenmesine yönelik bir alan çalışması (A field study on determination of leadership behaviour characteristics in public and private sector organizations). *Elektronik Sosyal Bilimler Dergisi*, 4(14), 1-16.

Tosunoğlu, H., Ekmekçi, Ö.T. (2016). Laissez-faire leaders and organizations: how does laissez-faire leader erode the trust in organizations?. *Journal of Economics, Finance and Accounting*, 3(1), 89-99. <https://doi.org/10.17261/pressacademia.2016116538>

Turgut, H., Tokmak, İ., Güçel, C. (2012). The effect of transformational leadership on organizational identification and perceived corporate reputation: a university sample. *International Journal of Social Sciences and Humanity Studies*, 4(2), 245-254.

Turunç, Ö., Çelik, M. (2010). Örgütsel özdeşleşme ve kontrol algulamalarının, çalışanların işten ayrılma niyeti ve iş performansına etkileri (The effects of organizational identification and control perceptions on employees' intention to leave work and job performance). *Atatürk Üniversitesi İktisadi ve İdari Bilimler Dergisi*, 24(3), 163-181.

Tüzün, İ.K., Çağlar, İ. (2008). Örgütsel özdeşleşme kavramı ve iletişim etkinliği ilişkisi (The concept of organizational identification and the relationships of organizational communication). *Journal of Yasar University*, 3(9), 1011-1027. <https://doi.org/10.19168/jyu.32776>

Ural, A., Kılıç, İ. (2013). Bilimsel araştırma süreci ve spss ile veri analizi (Scientific research process and data analysis with spss). Detay Yayıncılık, 4. Baskı, Ankara.

Yaşlıoğlu, M.M. (2017). Sosyal bilimlerde faktör analizi ve geçerlilik: keşfedici ve doğrulayıcı faktör analizlerinin kullanılması (Factor analysis and validity in social sciences: application of exploratory and confirmatory factor analyses). *Istanbul University Journal of the School of Business*, 46, Special Issue, 74-85.

Yeşil, A. (2016). Liderlik ve motivasyon teorilerine yönelik kavramsal bir inceleme (A theoretical research on leadership and motivation theories). *Uluslararası Akademik Yönetim Bilimleri Dergisi*, 2(3), 158-180.

Zengtian, Z., Xiuyuan, G. A. O. (2014). The impact of transformational leadership on employee voice behaviour: the role of organizational identification and procedural justice. *International Business and Management*, 9(2), 168-172. [tp://dx.doi.org/10.3968/%25x](http://dx.doi.org/10.3968/%25x)

Zorlu, Ö., Avan, A., Baytok, A. (2019). The effect of servant leadership on psychological empowerment and organizational identification. *Journal of Business Research-Turk*, 11(1), 293-309. <https://doi.org/10.20491/isarder.2019.600>