

# *The Macrotheme Review*

*A multidisciplinary journal of global macro trends*

---

## A CONCEPTUAL REVIEW FOR THE RELATIONSHIP BETWEEN LEADERSHIP STYLES AND ORGANIZATIONAL COMMITMENT

Nazlı ERSOY  
Kilis 7 Aralık University, Turkey

---

### **Abstract**

*Organizations aim is to take place at the forefront in a highly competitive environment which is rapidly evolving and dominant paradigm is competitive. The primarily success of the organizations is to increase employee satisfaction and productivity. The behaviors of managers exhibited is substantial to achieve success in organizational environment, to increase employee's commitment to the organization and to deliver organization superior performance. Appropriate leadership style is a key in serving to increase the quantity and quality of employee's performance. The purpose of this study is to demonstrate the leadership style's impact that managers exhibited on reaching organization's goals and in this way to provide more robust and effective steps are taken. In this study, it will overly be focused on organizational commitment, leadership styles and the impact of leadership style on organizational commitment. Finally suggestions will be presented on the subject.*

Keywords: Leader, Leadership Styles, organizational commitment

### **Introduction**

In the changing world with globalization, businesses must constantly develop their competition skills in order to survive. One of the most important ways to ensure success in competition is to invest in human resources, which are the most important values that the businesses have and to use this resource in the most efficient manner. In other words, employees, who are included in all the process of the businesses, are the leading of the most important factors which keep the businesses on their feet in today's competitive environment, which increase their productivity and provide their sustainability.

Work and organizational environment has an important place in the life of the individual. Those who perform a work spend a large part of life organization and by making plans about organization-related activities. The more those who perform work is attached to the organization, the more the organization keeps hold of the power to reach its goals. Organizational Commitment is the fact that the one who performs work accepts the values of the Organization gets committed to its purposes with a strong bond and believes them; and it is a desire for making intensive efforts for the purposes of the organization, and a strong ambition to stay in the Organization and to continue the Organization membership (Mowday et al. 1979: 311). The subject was handled by

Whyte in 1956 for the first time, and then it was developed by especially Porter being in the lead, by many researchers such as Mowday, Steers, Allen, Meyer, and Becker. The most important task in increasing the organizational commitment stated as the employee's loyalty towards the organization and the interest shown to ensure that the organization he works for can be successful falls to the leaders. Leadership style is considered to be a major factor in accessing organizational objectives.

In the researches exploring the relationship between the leadership styles of the managers and the organizational commitment; it is seen that Chen (2008) studied the relationship between organizational commitment of the workers in the steel industry and the leadership styles of the administrators, Özden (1997) studied the effects of the admin behaviour on the organizational commitment of teachers, Oktay and Gül (2003) studied the relationship between the charismatic leadership features of the administrators on the Police Department personnel and the emotional commitment, Terzi and Kurt (2005) studied the effect of the elementary school administrators' behaviour on the organizational commitment of the teachers.

In this study, the concept of organizational commitment, which has an important place in the organizations' providing permanent and sustainable competitive advantage will be focused on and the leadership styles of the administrators, which is an important factor affecting the organizational loyalty will be handled and will be tried to be studied with its different aspects. In the study, first of all, organizational commitment, leadership styles, transformational and subscriber leadership styles, and organizational commitment relationship shall be discussed, and finally, recommendations related to the subject will be presented to the administrators.

## **1. THE CONCEPT OF ORGANIZATIONAL COMMITMENT**

Commitment is an emotional inclining towards a specific subsistence (Meyer and Allen, 1984: 373). According to a more thorough definition, however, commitment is the power that propels the individual to act in orientation towards a particular purpose (Meyer and Herscovitch, 2001: 301). Wholeheartedly believing in the purposes and values of the organization and accepting them; organizational commitment, which is defined as volunteering to put forward everything in favor of the organization, and finally, as putting forward an extremely strong will and desire to stay as a permanent member of the organization (Swailes, 2002: 159) is, in short, the loyalty attitude of the work performer towards the organization. The organizational commitment, which represents the psychological connection of the work performer to the workplace, can be defined as the desire of the work performer to stay in the organization and to struggle for it, and as his embracing the purposes and values of the organization (Morrow, 1983: 491). In spite of the fact that there are many factors that will attach the workers to the organization, the issues such as financial factors like wages and premiums, organizational culture and leadership, the balance between private life and work life, individual specifications, general administrative policies, training and development opportunities in the workplace are important at this point (Stum, 1999: 6). Without having any personal expectations, the worker's making sacrifices only for the success of the organization that he works for, is considered as an indication of the fact that the individual has adopted his organization. In Japan's recovery in economic terms very quickly despite the fact that it was defeated at World War II, the property at issue included in the dynamics of the community structure has a critical role (İnce and Gül, 2005: 10).

Employees' loyalty, is considered as a crucial element in achieving organizational success (Dick and Metcalfe, 2001: 112). The fact that the work performers whose organizational commitments are more productive and more responsible is generally accepted (Chow, 1994: 3). Every organization wants to increase the organizational commitment of its members. Because organizational commitment transforms the employees into people focusing on the solution, not into people creating problems. If organizations want to be prosperous and continue their existence, they must absolutely ensure the commitment of their members (İnce and Gül, 2005: 13-14). Organizational commitment is seen as a collection of internalized normative pressures established in order to act towards achieving the organization's goals and interests (Wiener, 1982: 421). According to another definition, organizational commitment is an identification process of an organization with the senior management, customers, unions, and the overall purposes of the society (Reichers, 1985: 465).

In conclusion, the work performer with high organizational commitment continues to remain in the organization, makes more efforts for the realization of organizational objectives, and does not think of leaving it (Northcraft and Neale, 1990: 465).

## **2. FACTORS AFFECTING THE LEVEL OF ORGANIZATIONAL COMMITMENT**

The fact that there is a great number of factors affecting the commitment of the employees to their organizations has been put forward in the studies made related to the topic. While Salancik, one of the researches who divide the factors affecting the organizational commitment into 4 main groups, (1977: 17), defines these factors as visibility, openness, irreversibility of the behaviors and as the will that connects us to our behaviors, Schwenk (1986: 299) studied them under the definition of their past business lives and experiences, personal and demographic factors, organizational and mission factors and situational factors. While Zahra, one of the researches who divide the factors affecting the organizational commitment into 3 main groups (1984: 18-20), defined the factors of organizational commitment as the accumulation of the employee, personality traits and organizational factors, Northcraft and Neale (1990: 471), however, studied it by dividing it into 3 groups as personal, organizational and non-organizational factors. Within the framework of the classification suggested by Maslach and Leiter (1997), it consists of the headlines of workload, control, rewards, belonging, justice and values.

Mowday, Porter and Steers (1982), however, made a classification related to the abovementioned factors which we will discuss in this study, and they studied these mentioned factors affecting the commitment levels of the employees to the organization under four headlines as individual factors, factors related to work and role, the factors related to work experience and work environment, and the factors related to organizational structure (Yalçın and İplik, 2005:399).

### **A. INDIVIDUAL FACTORS**

A great number of studies have been made to determine the relationships between the individual factors and organizational commitment. Generally, it is acknowledged that there are strong relationships between individual factors and organizational commitment. The individual factors are studied under two sub-titles as demographic factors and the factors relating to work and working life. The demographic factors can be handled under the headlines such as age,

gender, level of education, seniority, psycho-social characteristics of the employee, and achievement motivation.

Many researches that handle the age variable together with the organizational commitment (Angle and Perry, 1981; Mathieu and Zajac, 1990; Morris and Sherman, 1981) have obtained results related to the fact that age is in a linear relationship with commitment, and that there is a positive relationship between the age of the employee and commitment. On the other hand, in a research made by Kirel (1999: 115-136), it was detected that young employees found their work more fun, that they worked more willingly and they were more committed to their organizations compared to the old employees. Age and period worked in the organization are the factors associated with time. For this reason, age and the period in which one was in the organization is one of the most important indicators of the commitment of an employee to his organization. The longer the period worked in the organization, the more gains that will be obtained by the employee from the organization, and since these gains affect the organizational commitment, the older the employee, the more organizational commitment he has (Yalçın and İplik, 2005:400).

A great number of researches have been made related to the organizational commitment of gender. Despite the fact that at first, these researches were concentrated more on males, the increase in the number of women who work caused the number of the researches related to women increase rapidly (Aven et al. 1993: 63-73). In the studies made related to organizational commitment, a definitive conclusion has not been reached related to whether males or females were more committed to the organization. It was determined that gender difference was not only related to the level of commitment, but also to the transfer of the workforce, performance and the intention to quit work. For males, working among different genders lead to a lower level of psychological devotion, and in contrast, a higher level of absence and a lower level of desire to stay in the organization. For females, working among different genders has been found to be more correlated with a higher level of organizational commitment (Tsui et al, 1992:569).

The education levels of the employees also affect their commitment to the organization. As a result of several researches, the existence of an inverse relationship between the organizational commitment and the level of education has been put forward. The higher the level of education and knowledge, the more application opportunity to use personal initiative, to take responsibility, to make decisions and practice them more independently. This situation eliminates the monotony and boredom of the employees, and helps them to adopt the job, and decreases the discomfort and absences that arise (Eren, 1993, s.68).

The relationship of the organizational commitment with the individual characteristics has been the subject of many researches. In the researches made, it was seen that the female personnel were committed to the organization more compared to the males (Mcclurg: 1999: 16); those with lower education more compared to those with higher education, (Allen/Meyer, 1990: 9; Mcclurg, 1999: 16), the older personnel more compared to the young, the personnel who spent longer year in the organization more compared to the new personnel, and the married ones were more committed compared to the single ones (Benkhoff, 1997: 114 ). However, it is not quite true to say that the relationship between the demographic factors and this type of organizational commitment is very strong and consistent, either. Indeed, some of these factors can also be affected by the other factors apart from the organizational commitment, such as the status in the duty and the nature of the job. In conclusion, it can be said that the relationship between the mentioned demographic factors and the organizational commitment is indirect and it is

eliminated when the organizational values and the prizes are taken under control (Meyer/Allen, 1991: 69).

Cohen (1993) states that as the working period of the employees increases, so do the commitment to organization and hence, the gainings attained from the organization. When the service duration is considered as an investment made by the individual to the organization and to himself, in a case of leaving the organization, the employee will make an accounting of the alternative in the new organization with the investment that has been made. In this case, the employee is expected to be committed to his organization more in order not to lose the results of his investments.

The factors related to work and working life are described as the desire for success, participatory values and manipulative values (Özdevecioğlu, 2003:115).

## **B. THE FACTORS RELATED TO WORK AND ROLE**

Organizational factors that affect organizational commitment consist of variables such as the nature and importance of work, management style, participating in the decision making process, the business groups, organizational culture, role conflict, the skill level of the subordinates, focus on work, task ID and organizational awards (Glisson and Durick, 1988: 67; Northcraft and Neale, 1990: 472). In addition to these, Some researcher also include the role ambiguity, job difficulties, subordinate-senior relationships, progress and career opportunities, importance given to the needs of employees (Gaertner and Nollen, 1989: 977), wage justice and control relationships (Fukami and Larson, 1984: 367) to the organizational factors.

## **C. THE FACTORS RELATED TO WORK EXPERIENCE AND WORK ENVIRONMENT**

It has been put forwards that there is an important difference between the orientation-period commitment level of the employees who are new in the organization and their commitment level 6 months after that (Allen and Meyer 1990: 854). It can be said that getting used to the work environment and being adapted to work effects of organizational commitment. The working period of the employees in the organization also effects of organizational commitment. According to Mathieu and Zajac (1990) stated that the organizational norms were internalized more together with the increase of the period worked in the organization, and the psychological intimacy to the organization developed more.

Another one of the factors affecting the organizational commitment is the communication within the organization. The communication within the organization is the activity of the transfer of knowledge and ideas between the administrators in the management of the organization and the employees (Koçel, 1995: 417). Together with the communication within the organization, harmony will be provided between the objectives of the organization and the aims of the employees. The communication at issue facilitates the commitment of the employees to work and the organization to increase and to reduce uncertainties.

When job satisfaction and organizational commitment are evaluated together, it can be said that there are differences between them as well as a relationship. Job satisfaction is the satisfaction that arises when the characteristics of the job of an individual possess and complete the features which are important for him (Fisher, 2001).

## **D. THE FACTORS RELATED TO THE STRUCTURE OF THE ORGANIZATION**

The organizational structure of the organization and the work processes it adopts are effective on the commitment levels of the employees. The size of the organization, the degree of formalizing, the degree of control, the rate of unionization, the image of the organization, total quality management applications, flexible working hours, fee system and career opportunities have a great impact on the organizational commitment (Snape vd, 2000; Mathieu and Zajac, 1990; Scandura and Lankau, 1997; Hartline vd. 2000; Çakır, 2001).

## **4. CLASSIFICATION OF ORGANIZATIONAL COMMITMENT**

Organizational commitment has many definitions in literature, and a similar situation is at issue in its classification. In spite of the fact that there are many various organizational commitment classifications, its prominent classification type is handled as attitudinal, behavioral and multiple commitment approach.

### **ATTITUDINAL COMMITMENT APPROACHES**

The focal point in the attitudinal commitment is the relationships of the employees with their organizations. In this type of commitment, the own values and objectives of the employee are required to demonstrate compliance with the values and objectives of the organization (Meyer and Allen, 1991: 62).

This type of commitment is stated as the power of engagement of the employee with the organization and of his identification with the organization. Identification with the organization is the process of compromise and integration of the objectives and values of the organization and the individual in the course of time. The individual sees that the objectives and values of the organization comply with his own objectives and values, and accepts them and adapts them to himself, in other words, he adopts them, and hence, starts to identify with the organization (Lam and Zhang, 2003: 217). The focal point in the attitudinal commitment is the relationship of the employees with their organizations. In this type of commitment, the own values and objectives of the employee are required to comply with the values and objectives of the organization (Meyer and Allen, 1991: 62). In conclusion, “commitment in terms of attitude” is stated as to want to be with the organization, to make big efforts in favor of the organization, and to identify with the organizational objectives and values (Arkonanç, 2001: 157). In literature, various approaches are seen in terms of attitudinal commitment. In order to be able to understand the concept of attitudinal commitment, some of these approaches have been included below.

### **CLASSIFICATION OF KANTER**

It takes its place in literature with the classification of continuity commitment, interlocking commitment and control commitment (Kanter, 1968: 499-517). Kanter defines the continuity commitment in the organizations as the commitment of the employee to provide the permanence of the organization. In the identification commitment, the employees are connected to their organizations with the attachments among the group members in the organization. Control commitment is, however, a commitment in which the personal behavior is shaped in line with the organization's will, and in which the member is seen as committed to the values of the organization (Varoğlu, 1993: 6). Unlike Etzioni, Kanter says the abovementioned three types of commitment generally emerge in interaction with each other, not on their own.

## **ETZIONI'S CLASSIFICATION**

One of the first studies made related to the classification of the organizational commitment belongs to Etzioni. Etzioni has made three types of commitment classification (Balay,2000: 19-20; Bayram, 2006:129-130). These are as follows; Moral commitment; is based on the internalization of the goals, values and norms of the organization and the identification of the authority. The employees are connected to their organizations more when they determine their objectives in a way that will also be useful to society. Calculating commitment; takes the relationship of exchange between the organization and the employees as a basis. The employees feel commitment because of the rewards they will obtain in return for their contributions to their organizations. Alienating commitment; it expresses a negative inclination that arises in the situations when the behaviors of the employee are limited and is established against the organization. The employee does not feel committed to the organization psychologically, but he maintains his membership.

## **O'REILLY III and CHATMAN'S CLASSIFICATION**

O'Reilly III and Chatman, who evaluate the organizational commitment as the psychological commitment of the individual to his organization, handle the commitment to an organization in three dimensions.

1. Harmony: The main objective in this dimension is to reach certain external awards. The individuals realize their attitudes and behaviors by placing them on the basis of avoiding certain penalties and achieving certain attainments.
2. Identification: It is based on the desire to establish close relationships with others. When the individuals realize their attitudes and behaviors by associating them with the other persons and groups in order to express themselves and to ensure satisfaction, identification occurs.
3. Internalization: It is based completely on the harmony between the individual and organizational values. The attitudes and behaviors related to this dimension are realized when the individuals bring their inner worlds into conformity with the system of values of the other people in the organization. Conformity highlights the reward-cost assessment, and directs the individual to instrumental perceptions; identification and internalization, however, direct the individual to the results directed towards the expectations of the organization (Balay, 2000: 22-23).

## **ALLEN and MEYER'S CLASSIFICATION**

According to Allen and Meyer, attitudinal commitment is a psychological situation reflecting the relationship between the employees and the organization. This is a condition that is described with the behavior of the individuals. Its indications, however, are the fact that the individual remains in the organization (Allen and Meyer, 1990: 2; Meyer et al.1993: 538-551).

The commitment of an employee to an organization is accepted to be expressed in three different ways as effective (emotional), continuation and normative (value). According to the results obtained in the researches, the elements forming the commitment to the organization can be categorized in the following way. This is the model of commitment to organization with three elements put forward by Allen and Meyer in 1990 (Allen and Meyer, 1990: 3)

- Emotional Commitment
- Continuous commitment

- Normative (Obligatory) commitment.

In spite of the fact that these approaches generally constitute a link between the organization and the employee, the nature of this bond is different (Allen/Meyer, 1990: 3). Emotional, continuous and normative commitments are taken into consideration in varying degrees as the dimensions of organizational commitment in a more distinctive format than the commitment types by the employees experiencing each of the psychological conditions (Wasti, 2003: 303).

### **Emotional Commitment**

Emotional Commitment is the commitment which the employees feel as based on their adoption of the objectives and values of their organizations. What connects people emotionally to the organization and enables them be grateful for being a member of this organization arises from a compromise between individual and organizational values (Wiener, 1982: 423-424). Emotional commitment is an attitudinal phenomenon related to the personality traits and work-related factors and is based on employee volunteering in direction to support organizational objectives (Mir vd., 2002: 190). The employees who have high emotional commitment organizations do not want to leave their organizations because they just find the values represented by the organization and appropriate and want to help to perform its mission by ignoring the economic reasons. Hence, it is very important for the organizations that those who work are emotionally attached to the organization.

### **Normative Commitment**

In this commitment which is handled as the employees' feeling themselves bound to the organization because they act with a sense of moral duty and they believe that they should be connected to the business (Meyer and Allen, 1997: 11), the individual's believing that what they are doing is correct and moral is effective (Obeng and Ugboro, 2003: 84). This dimension of the organizational commitment has been constructed upon a fundamental framework based on the fact that the employees believe that they have responsibility and liability to the organization and consider themselves obliged to stay in the organization (Wasti, 2002: 526).

### **Continuation Commitment**

Continuation Commitment is defined as the fact that the employees take into account the cost and the negativities that will be incurred by the organization because of their leaving and as a result of this, employees continue to be in the business as an obligation (Meyer and Allen, 1997: 11). In other words, it expresses taking into account the cost of leaving the organization and acknowledging this. Lamsa and Savolainen (1999: 36), however, define the continuation commitment as the continuation of the membership of the organization because of considering the fact that the cost of leaving the organization will be high. Continuation commitment emerges by means of the employee's evaluation of his desire to continue to stay in the organization, the sum of the investments in the organization, what he will lose when he leaves the organization and the fact that the comparable alternatives are limited (Yıldırım, 2002: 57). Accordingly, continuation commitment arises if the employee value greatly his investments such as the seniority and career and other possibilities in the organization (İnce and Gül, 2005: 40).

These three commitment elements reflect a psychological condition that connects the employees to an organization and affects their decision to stay or leave (Obeng and Ugboro, 2003: 84). Due to the fact that normative commitment develops as a result of the fact that the employee perceives his showing commitment to his organization as a duty, and believes that



leaving the organization is wrong, it represents a dimension different from the other two types of commitment. Someone who has the emotional commitment thinks that he wants to stay in the organization, the one who has continuation commitment thinks that he should stay in the organization, and the one who has normative commitment, and however, he has to stay in the organization. (Allen/Meyer, 1990: 3). In this type of commitment, the individual thinks he is obliged to stay in the organization, and develops a belief in this way. That is, this case, is evaluated, respectively, in the axis of desire (emotional), need (continuity) and obligation (normative) (Meyer/Allen, 1991: 61). Emotional, continuation and normative commitments are seen as very discernable elements of commitment types. In this context, the employees experience each of these elements in varying proportions according to their psychological states (Wasti, 2003: 303).

## **5. BEHAVIORAL COMMITMENT APPROACHES**

In contrast to the attitudinal commitment concept of the organizational behavior researchers, the social psychologists underlined the concept of behavioral commitment. It is possible to handle this concept, as a manifestation of commitment. Behavioral commitment is related to the process of the individuals' becoming committed to their organization in accordance with their past experiences and the condition of their adapting to the organization (Clifford, 1989: 144; İnce and Gül, 2005: 48). According to Meyer and Allen (1997: 9), behavioral commitment is a concept related to the fact that the individuals' staying in a particular organization for a very long time becomes a problem and how they deal with this problem.

### **Becker's Partiality Theory**

According to Becker, commitment is an individual's integration of the sequence of a consistent behavior with the interests which are not directly related with those behaviors by entering into some bets. In other words, commitment is the tendency of the individual to continue the sequence of a consistent behavior when he completes this sequence of behavior in order not to lose the investments (Meyer and Allen, 1984: 372). Becker stated that the individuals who are committed to an organization, an activity or a person display behaviors which are identified with the mentioned organization, activity or person, underlined the fact that making a change is impossible due to its cost, and explained the concept of commitment in the form of a conscious partial behavior (Becker, 1960: 32-40).

### **Salancik Approach**

According to Salancik's approach, commitment is stated as the condition of the individual's getting committed to his behaviors, and with the help of his behaviors, his getting committed to his beliefs which strengthen his activities and his interest in the organization (Mowday et al. 1982: 20). Staw and Salancik's attitudinal-behavioral commitment classification puts forward the fact that commitment is used to define two phenomenon's which are quite different from one another. The first of these has taken part in the literature as the behavioral commitment which is the approach of the organizational behavior researchers, and the second one has taken part as the attitudinal commitment which is the approach of the social-psychology researchers (Staw and Salancik, 1977). Behavioral view has used the investment concept in order to describe an individual's organization membership, and while doing this, it observed commitment as a power that controls the behaviors of the individual. Behavioral commitment

model is to put forward that the theory of expectations is, in general, the result of the rewards that will be obtained from the behaviors of the employee (Scholl, 1981: 580).

According to Salancik, in order that the commitment aimed at behavior can be generated, the psychological condition that reflects the relationship between the individual and the organization ought to have a desire to continue the behavior. This desire generates in the form of the presence of the features which make behavior binding. The factors such as the fact that behavior is irrevocable or the decision related to performing behavior is given in a comfortable environment without any pressure will cause the individual to feel a desire in terms of maintaining the membership of the organization after making the decision for working in the organization (İlsev, 1997: 39; Meyer and Allen, 1991: 65-66).

### **Multiple Commitment Approach**

Reichers (1985) developed attitudinal commitment and put forward the multiple commitment approach. Multi-dimensional commitment is based on the view that the organization is not a differentiated wholes. In other words, despite the fact that the organization is an entity formed of stakeholder elements, the combination of these elements does not constitute a wholistic purpose and value. Because, sometimes, the purpose and values of the stakeholder values in the organization (teacher, student, profession, job, administration, school) purpose and values may be in conflict (Celep, 2000). Multiple commitment approach acknowledges the fact that the individuals will show different levels of commitment to their organizations, occupations, clients, managers and co-workers (Becker et al. 1996: 465). For this reason, in order to determine the multiple commitment resources, it is required to specify various groups related to an organization. These groups can be listed as the employees, customers, administrators, unions and public opinion in the general sense. It is accepted that the most important purpose of the organizations is generally to facilitate more than one group to reach their purposes (Ince and Gül, 2005: 54). Multiple commitment approach stipulates the fact that the commitment felt by the individuals can be different from one another. Therefore, while the source of a person's commitment to the organization can be releasing quality products to the market at an affordable price, the source of commitment of someone else, however, can be the close attention shown by the organization to its employees (Reichers,1985: 467).

## **6. LEADERSHIP STYLES**

People have been interested in leadership and thoughts about leadership since the ancient times of the history. The phenomenon of leadership is constantly being discussed, and scientifically investigated. It is observed that the concept of leadership in administration has begun to emerge since the 1960s. Leadership can be defined as a process containing situations such as willingness, faith commitment and volunteering.

**Table 1. Leadership Concepts Changing From Past to Present**

<b>Changing Leadership Styles</b>	
<b>the end of the 20th century</b>	<b>the beginning of the 21st century</b>
Individual studies and awards	Team work and team-based reward
The conception of the administration knows the best	Everyone is a leader
Doing the works in the right way	Doing the right jobs
Avoiding risk	Taking the appropriate risks
Telling and selling	Coaching and authorizing

Source: Hieberts and Klatt,2001: 2

Leadership has generally been defined in terms of individual specifications, leadership behaviors, interaction model, role relationships, the perceptions of followers (/viewers), the impact of the followers (/viewers), mission and purposes, and the effect of organizational culture. The definitions generally emphasize a process of affecting. However, most of these are not a common point or a suggestion, and differ from each other in many ways. These can be listed as the use of the effect and the person making the effect, the purpose of the affecting attempt, and attitudes and behaviors related to the use of the effect (Yukl, 1989). In literature, there are many definitions related to leadership. In spite of the fact that there are so many definitions, most of these definitions are not clear and in a manner that can be fully understandable. These definitions that explain various dimensions of leadership cannot establish a structure of clear expression even in the points they are in parallel. This arises from the fact that leadership in each environment and condition possesses different characteristics. For this reason, the meaning of leadership is perceived differently as based on the location, group and process which the leader is in (Brestrich, 1999: 41; Erçetin, 2000: 3).

Therefore, as a result of the examinations made related to the conditions being in (referenced conditions), the process in which the leadership is experienced, and the examinations made related to the leader's personal characteristics, and the different leadership styles below have emerged:

**Autocratic Leader:** Despite the fact that most people think this model is getting old, it is still a frequently referenced method. In this type of leadership, the decisions are taken by the leader, and the subordinates are required to conform to this. This style of leadership reflects the assumptions of the X theory (Bittel and Newstrom, 1990:272).

**Participant or Democratic Leader:** In this type of leadership which gives importance both to the employee and to the job, too, the leader not only takes the decisions with the group, but also supports and encourages participation in decisions (Schermerhon, 1984: 316).

**Charismatic leadership:** Charisma has been derived from the word 'gift' which means present or donation in Ancient Greece, however, it was brought to literature by the sociologist Max Weber. According to Jay Conger and Rabindra Kanungo's (1988: 79) Theory of Attribution to Charisma, it is an attribution made to the leader with the acceptance by the viewers (/followers) of the effect of the leadership quality on the individuals.

**Transformational leadership:** The concept of transformational leadership was first named by Burns in his study called *World Class Leaders* in 1978, and it was defended by Bass (1985, 1990, 1997, 1998). Burns expresses that there is interactionism in the nature of ordinary leadership, and that the leaders motivate the viewers (/followers) through Exchange or with the payments made in return for their contributions to the organization (Tucker, McCarthy and Jones, 1999). Transformational leader gives the employees of the organization Motivation by Indoctrination, provides intellectual stimulation and generates energy in them. The leader enables the interest of individuals in the group aimed at objectives to increase by creating a vision and mission awareness in the group. The individuals go beyond their interests and benefits and give priority to the benefits of the group (Bass, 1990). Transformational leadership reveals the abilities and skills of the employees, and increases their confidence in themselves, and targets their showing more performance than expected normally (Celep, 2004). At the same time, by integrating creative understanding, self-assertion, energy and intuitions, and by approaching the needs of the other employees of the organization, sensitively, it strives to create the organizational culture (Bass and Avolio, 1993).

The transformational leader integrates in itself the behaviors and characteristics such as idealized effect, motivation by indoctrination, intellectual stimulation and providing individual support beyond daily organizational operations.

**- Motivation by Indoctrination:** It is the situation in which the leader motivates the followers (/viewers) to adopt the vision of the organization and to connect to the organization. With the method of motivation by indoctrination, the leader encourages the team spirit to reach the organizational objectives and to improve the performance of the organization (Hall, Johnson, Wysocki and Kepner, 2002). The transformative leader indoctrinates and motivates its employees with the help of sense-making in terms of changing their jobs. They activate the team spirit. They exhibit enthusiasm and optimism. The leader makes it a duty for himself to create a group consciousness around common objectives in the group.

**-Providing individual support:** Leader takes into account individual needs of subordinates and endeavors to meet the needs of the subordinates at a higher level of basic needs. Distribution of tasks is performed in a way that will create learning opportunities to the subordinates. The leader views the subordinates as an individual In addition to being a member of the group only. He listens to the problems of the subordinates and shows interest to them. He provides suggestions for the subordinates to develop themselves and separates time for them to learn (Karip, 1998).

**Intellectual Stimulation:** In this type of transformational leadership, the leaders query the problems and encourages creative thinking. They help old problems to be viewed from a new angle. (Akbaba- Altun, 2003). The leader encourages the followers (/viewers) to query in terms of actions, their own thoughts and values, performance methods of the works at present, the values of the organization and those that direct the leader.

**Idealized Effect:** Idealized effect is also called as charisma. However, its difference from charisma is that the leader has behaviors for creating a vision that interact with its followers (/viewers) and determining vision (Bass and Avolio, 1995). The leader is an excellent role model for its followers (/viewers). In the idealized effect, the leader ensures that the best decisions are taken for the organization by winning the trust and respect of the followers (/viewers) (Hall et al. 2002). The leader respect the followers (/viewers), and creates a powerful effect on them by gaining their trust and enabling them to believe the organizational mission. When the followers

(/viewers) observe that the leader has reached the desirable outcomes, they aspire for his attitudes, behaviors, and values and they try to behave like him (Avolio et al. 1991).

**Processor Leadership:** Processor Leadership has 3 dimensions. These are conditional award, management according to expectations, (active), management according to expectations (passive). Processor Leadership basically adopts the traditional values, and firmly demonstrates commitment to the past and tradition. It can be said that this type of leadership resembles administratorship in the traditional sense. It can even be states that the processor leadership style is more widely found in the public domain.

**Table 2. Dimensions of the Subscriber Leadership**

<b>Conditional Award</b>	Gives the value for the efforts, rewards good performance, and appreciates the achievements.
<b>Management according to expectations, (active)</b>	It investigates and observes the deviations from the criteria and the rules, and performs perfect actions.
<b>Management according to expectations, (passive),</b>	It does not get involved in the criteria and does not develop criteria. He deals with the problem when it arises.

Has been generated by arranging from Bass, 1990 and Metcalfe & Metcalfe.

As it can be seen, the processor leaders display administrative behavior according to conditional reinforcement through awards and discipline, and positive active and negative passive expectations (Metcalfe & Metcalfe, 2000). Conditional rewarding is one basic tools of processor leadership, and is based on completion of the job under the circumstances that have been defined. The leaders who use this method clearly put forward their expectations from their followers (/viewers), and the rewards they will get when they reach to this level of performance (Ceylan, Keskin and Eren, 2005). In this case, the employees that perceive the reward as an aim obey the leader in order to reach their own personal aims. With exceptions, the active management allow the employees to intervene in the decision, to do the requirement of the decision making process, and to audit the results. The leaders who use this style are concerned with whether or not the duties are fulfilled due to the problems that might arise (Avolio, Bass and Jung, 1999).

**7. THE RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT AND LEADERSHIP STYLES**

It has been detected by Williams and Hazer (1986) that there is a relationship between organizational commitment and leadership. In the organizations, management and leadership styles displayed by the administrators affect the commitment to organizational purpose and values. The more oppressive and controlling quality is shown by the approach of the top management to employees, the greater will be the extent to which the employees’ expressing themselves and creating innovative ideas will be prevented. In this respect, it is possible to say

that the behaviors of the top management which constitute an important organ of the organization are one of the determinants of the commitment of the employees. Some administrators give more freedom to the employees in terms of how they will do their work, and authority to make decisions on their own. In this case, it can be expected that more positive attitudes will arise and commitment will develop in the employees who are given freedom to act and decide (İnce and Gül, 2005: 73). The fact that the leader speaks the same language with the employees can help the employees to notice the leader's standard of judgments. This awareness can enable the employees to approach these standard of judgments more positively (Rowden, 2000).

Various researches have been made related to the relationship between the Leadership style and the organizational commitment. Bliau stated that structural style of leadership has great impacts on commitment. In the same way, Williams and Hazer also have found relationships between organizational commitment and leadership (Dick and Mctcalfe, 2001: 114). The study related to the effects of the administrator behaviors on the teachers' organizational commitment puts forward the fact that the differentiation in the integration of the teachers with the school in which they work (organizational commitment) is associated with the satisfaction from the behavior of the administrator in a rate of 40%, and with the participation of the teachers in the school administration in a rate of 20%. The fact that the teachers have graduated from faculties or colleges and their genders are neither correlated with the organizational commitment, nor work satisfaction is one of the findings of this study. This research was made on the 100 teachers that have been chosen from 7 secondary education institutions via random sampling. It is this study that puts forward how much the teachers commit themselves to the school they work, and to what extent this commitment is affected by the administrator behavior and several other factors (Özden, 1997: 1).

In another study, the relationship between the leadership attitudes diagnosed by Conger and Kanungo and two organizational commitment elements diagnosed by Porter and Smith. 245 subjects from six organizations located in Southeast America participated in the study. The elements of two themes were discussed, and it was discovered that 5/6 of the leadership attitude is correlated with organizational commitment. These findings indicate that the sensitivity of the leaders to the needs of the personnel is correlated with the organizational commitment as well as with the fact that they have a clearer vision of the organization, and the fact that the administrators put forward the targets and values related to the organizations more clearly. This study describes the strategic role of the administrators which are changing in the organizations (Rowden, 1999: 3).

## **8. CONCLUSION AND RECOMMENDATIONS**

The importance of leadership styles in the management of organizations is gradually increasing. The leader is the person who encourages the people to endeavor voluntarily in order to reach organizational objectives on a group in a specific situation and time and under certain conditions, who helps to reach common goals, who transfers his experiences, ensuring the followers (/viewers) to be satisfied with the leadership style which is applied; leadership is, however, is the process of affecting the group activities in order to realize the targets (Werner, 1993: 17). The most important task in increasing the organizational commitment which is expressed as the loyalty of the employees to the organization and the interest it shows so that the organization which he works for will be successful falls on the leader. Some researchers have put

forward the fact that the behavior and the applications of the leader affects the organizational commitments of the employees. The employee who thinks that he is not supported by the organization and by the leader who represents the organization shows low commitment towards the organization (Dick and Metcalfe, 2001: 115.)

In the preface of the book called *The leader of the Future*, Peter F. Drucker (2000) has defined the effective leader with the most simple expression as the person for whom the followers of him do the right things (Hessebein vd. 2000: 10). In the definition, the point which draws attraction is the fact that the effective leader is required to do the right things clearly. With another description, it is the person who is able to bond his subordinates to himself in a high level. To inspire his subordinates and to motivate their desires to work, to create the environment required for different ideas to arise in the organization and to ensure being open to development is a process that can be achieved by only an effective leader (Argon and Eren, 2004: 53). In order to succeed this, it is compulsory that an effective leader is in a versatile communication with his subordinates. Thus, it can be ensured that a more objective and democratic managerial understanding will be settled in also auditing and evaluating the organizational actions (Ayдын, 1997: 82).

The leadership styles displayed by the administrators in the organizations increase the commitment of the employees to the organizational objectives and values. The organizations want the commitment of their members to increase. The reason of this is the fact that the employees who feel high organizational commitment endeavor more while performing their jobs. These employees who want the continuation of their membership in the organization stay there for a long time and develop positive relationships. When the results which arise in the researches are assessed, it is seen that there is a relationship between the leadership styles and the organizational commitment. The leadership styles which the administrators gained in this process play an important role. The leadership styles displayed by the administrators also affect the success of the employee, and accordingly, the success of the organization, as well. Especially, the studies made related to the transformational leadership indicates that this leadership style is an effective leadership style in reaching the organizational objectives. The leaders who possess transformational leadership characteristics affect the employees more easily, and are able to direct them to realize the organizational objectives. The results obtained from the researches related to organizational commitment indicate that the organizational commitment has an important role on the employees' job satisfaction, performance, the organization's health and the organizational climate. The leader's creating a vision aimed at the future with determination in increasing the organizational commitment which is an important factor in the survival of the organizations and reaching their targets, ensuring the followers (/viewers) to be included in the process of change, and being in open, effective and determined relationships with the subordinates are of great very importance. The administrator must put forward a leadership style that motivates to reach the common goal, and one that will be adopted by the employee, that brings to success, and furthermore, one that possesses flexibility that will adapt to changing situations.

## References

- Akbaba-Altun, S.(2003). İlköğretim okulu müdürlerinin dönüşümcü liderliğe verdikleri önem ve uygulama düzeyleri. *İlköğretim Online*.2 (1), 10-17.
- Allen, N.J. ve Meyer, J.P., (1990). Organizational Commitment: Evidence of Career Stage Effects. *Journal of Business Research*, 26(1), 46-91.

- ALLEN, Natalie J. ve John P. MEYER; (1990), "Organizational Socialization Tactics: A Longitudinal Analysis of Links to Newcomers' Commitment and Role Orientation", *Academy of Management Journal*, 33(4), 847-858.
- Angle, H. L. ve Perry, J. L. (1981). An Empirical Assessment of Organizational Commitment and Organizational Effectiveness. *Administrative Science Quarterly*, 26, 1-14.
- Argon, T. ve Eren, A. (2004), *İnsan Kaynakları Yönetimi*, Ankara: Nobel Yayınları.
- Arkonaç, Sibel A. (2001). *Sosyal Psikoloji*, (2.Bs.), İstanbul: Alfa Basım Yayım.
- Aven, F., Parker, B. ve Glen, M. Mc E. (1993). Gender and Attitudinal Commitment to Organizations: A Meta-Analysis. *The Journal of Business Research*, 26(1), 63-73.
- Avolio, B.J., Waldman, D.A ve Yammarino, J.(1991). Leading in the 1990s: the four I's transformational leadership. *Journal of European Industrial Training*. 15 (4), 9-16.
- Avolio, B.J., Bass, B ve Jung, D.I.(1999). Re-examining the components of transformational and transactional leadership using the multifactor leadership questionnaire. *Journal of Occupational and Organisational Psychology*. 72, 441-462
- Aydın, A. (1997). *Liderliğin Temel Nitelikleri Nelerdir? 21.YY. Liderlik Sempozyumu*, Deniz Harp Okulu, 82. İstanbul.
- Balay, R. (2000). *Özel ve resmi liselerde yönetici ve öğretmenlerin örgütsel bağlılığı*. Yayımlanmamış doktora tezi, Ankara Üniversitesi, Sosyal Bilimler Enstitüsü, Ankara.
- Bass, B.M., ve Avolio, B.J. (1993). Transformational leadership and organizational culture. *Public Administration Quarterly*, 17, 112-121.
- Bass, B. M. (1985). *Leadership and performance beyond expectations*. New York: Free Press.
- Bass, B.M.(1997). Personal selling and transactional/ transformational leadership. *Journal of Personal Selling & Sales Management*. 17 (3), 19-28.
- Bass, B. M. ve Avolio, B.J. (1995). *MLQ-Multifactor Leadership Questionnaire*, CA: Mind Garden Inc. USA.
- Bass. B.M. (1998). *Transformational Leadership: Industry, military, and educational impact*. Mahwah, NJ: Lawrence – Erlbaum.
- BAYRAM, Levent; (2006), "Yönetimde Yeni Bir Paradigma: Örgütsel Bağlılık", *Sayıştay Dergisi*, (59), 125-139.
- Becker, H. S. (1960). Notes on the Concept of Commitment. *The American Journal of Sociology*, 66(1),32-40.
- Becker, T. E., Billings, R. S., Eveleth, O. M. ve Gilbert, N. L. (1996). Foci and Bases of Employee Commitment: Implications for Job Performance. *Academy of Management Journal*, 39(2), 464-482.
- BITTEL, L.R. and NEWSTROM, J.W., *What Every Supervisor Should Know*, Sixth Edition, McGraw Hill International Edition, 1990.
- Celep, C.(2004). *Dönüşümsel liderlik*. Ankara: Yayıncılık.
- Celep, C.(2000). *Eğitimde örgütsel adanma ve öğretmenler*. Ankara: Anı Yayıncılık.
- Ceylan, A., Keskin, H. ve Eren, Ş. (2005). Dönüşümcü ve etkileşimci liderlik ile örgütsel bağlılık arasındaki ilişkilere yönelik bir araştırma. *Yönetim/İstanbul Üniversitesi İşletme Fakültesi İşletme İktisadi Enstitüsü Dergisi*, 16(51):32-42.
- CLIFFORD, M. (1989). An Analysis of the Relationship Between Attitudinal Commitment and Behavioral Commitment, *The Sociological Quarterly*, 30(1), 144-151.
- Chen, L.Y.(2008) An examination of the relationship between leadership behavior and organizational commitment at steel companies <http://www.huizenga.nova.edu/jame/examination.htm> (Erişim Tarihi: 12.10.2014).
- Chow, I. H. S. (1994). Organizational Commitment and Career Development of Chinese Managers in Hong Kong and Taiwan. *The International Journal of Career Management*, 6(4), 3-9.
- Cohen, A. (1993), "Age and Tenure in Relation to Organizational Commitment: A Meta-Analysis", *Basic and Applied Social Psychology*, 14 (2), 143-159.
- CONGER, J.A. and KANUNGO, R.N, *Problems and Prospects in Understanding Charismatic Leadership*. In J.A. Conger and R.N. Kanungo (Eds.). *Charismatic Leadership: 1-11* Jossey-Bass, San Francisco, 1988.



- Çukurova Üniversitesi Sosyal Bilimler Enstitüsü Dergisi, 14 (1), 395-412 BENKHOFF, B. (1997). Disentangling organizational commitment, *Personnel Review*, 26 (1/2), 114-131.
- Dick, G. ve Metcalfe, B. (2001). Managerial Factors and Organizational Commitment: A Comparative Study of Police Officers and Civilian Staff. *The International Journal of Public Sector Management*, 14 (2), 111-128.
- Eren, E. (1993). Yönetim ve Organizasyon. Beta Basın Yayın ve Dağıtım A.Ş., İstanbul.
- Erçetin, Ş.Ş.(2000). Lider sarmalında vizyon. Ankara: Nobel Yayınları.
- FISHER, R.T. (2001) "Role Stress, The Type a Behaviour Pattern, and External Auditor Job Satisfaction and Performance", *Behavioral Research in Accounting*, 13, 143.
- Fukami, C. V. ve Larson, E. W. (1984). Commitment to Company and Union: Parallel Models. *Journal of Applied Psychology*, 69(3), 367-371.
- Glisson, C. ve Durick, M. (1988). Predictors of Job Satisfaction and Organizational Commitment in Human Service Organizations. *Administrative Science Quarterly*, 33(1), 61-81.
- Gaertner, K. N. ve NOLLEN, S. D. (1989). "Career Experiences, Perceptions of Employment Practices and Psychological Commitment to the Organization. *Human Relations*, 42 (11), 975-991.
- Hall, J., Johnson, S., Wysocki, A ve Kepner, K. (2002). Transformational leadership: the transformation of managers and associates. <http://edis.ifas.ufl.edu/pdf/HR/HR02000>. Pdf. (Erişim Tarihi: 10.10.2014).
- HARTLINE, Michael, MAXHAM, James ve Daryl MCKEE (2000), "Corridors of Influence Dissemination of Customer-Oriented Strategy to Customer Contact Service Employees", *Journal of Marketing*, 64(4), 35-50.
- Hiebert, M., & Klatt, B. (2001). *The Encyclopedia of Leadership: A Practical Guide to Popular Leadership Theories and Techniques*. New York: McGraw-Hill.
- İlsev, A. (1997). Örgütsel Bağlılık: Hizmet Sektöründe Bir Araştırma. Yayımlanmamış Yüksek Lisans Tezi, Ankara: Hacettepe Üniversitesi.
- İnce, M. ve Gül, H. (2005). Yönetimde Yeni Bir Paradigma: Örgütsel Bağlılık, İleri Giden Ofset, Ankara.
- Kanter, R. M. (1968). Commitment and Social Organization: A Study of Commitment Mechanisms in Utopian Communitise. *American Sociological Review*, 33(4), 499-517.
- Koçel, Tamer. İşletme Yöneticiliği: Yönetici Geliştirme, Organizasyon ve Davranış, Beta Yayın No 405, İstanbul, 1995.
- Karip, E.(1998). Dönüşümcü liderlik. *Kuram ve Uygulamada Eğitim Yönetimi*, 16, 443-465.
- Lamsa, A. M. ve Savolainen, T. (1999). Exploring Commitment in Different Contexts Change: Findings From a Study on Downsizing and Quality Improvement. *Academy of Strategic and Organizational Leadership Journal*, 3(1), 35-41.
- Lam, T. ve Zhang, H. Q. (2003). Job Satisfaction and Organizational Commitment in the Hong Kong Fast Food Industry. *International Journal of Contemporary Hospitality Management*, 15 4, 214-220.
- MASLACH, Christina ve Michael P. LEITER (1997), *The Truth About Burnout*, Jossey-Bass, San Francisco, CA.
- Mathieu, J. E. ve Zajac, D. M. (1990). A Review and Meta-Analysis of The Antecedents, Correlates and Consequences of Organizational Commitment. *Psychological Bulletin*, 108(2), 171-194.
- MCCLURG, L.N. (1999). Organizational commitment in the temporary-help service industry, *Journal of Applied Management Studies*, 8(1), 5-26.
- Metcalfe, R. J. A., & Metcalfe, B. A. (2000). The transformational leadership questionnaire (tlq-lgv): Aconvergent and discriminent validation study. *Leadership & Organization Development Journal*, 21 (6), 280-296.
- Meyer, J. P. ve Allen, N. J. (1984). Testing the Side-Best Theory of Organizational Commitment: Some Methodological Considerations. *Journal of Applied Psychology*, 69(3), 372-378.
- Meyer, J. P. ve Herscovitch, L. (2001). Commitment in the Workplace Toward a General Model. *Human Resource Management Review*, 11, 299-326.
- Meyer, J. P. ve Allen, N. J. (1991). A Three-Component Conceptualization of Organizational Commitment. *Human Resources Management Review*, 1, 61-89.

- Meyer, J. P., Allen, N. J. ve Smith, C. A. (1993). Commitment to Organizations and Occupations: Extension and Test of a Three-Component Conceptualization. *Journal of Applied Psychology*, 78(4), 538-551.
- Meyer, J. P. ve Allen, N. J. (1997). *Commitment in the Workplace Theory: Research and Application*. Sage Publications, Inc. London.
- MIR, A., MIR & MOSCA, R. & JOSEPH, B. (2002). The new age employee: an exploration of changing employee – organization relations, *Public Personnel Management*, Vol. 31, No. 2, Summer, 187-200.
- Morris, J. H. ve Sherman, J. D. (1981). Generalizability of an Organizational Commitment Model. *Academy of Management Journal*, 24, 512-526.
- Mowday ,R.T.,Steers, R.M., Porter,L.W.,(1979). The measurement of organizational commitment. *Journal Of Vocational Behavior*, Sayı:14.
- Mowday, R. T., Porter, L. W. ve Steers, R. M. (1982). *Employee-Organization Linkages: The Psychology of Commitment, Absenteeism, and Turnover*. New York, Academic Press.
- Northcraft, G. B. ve Neale, M. A. (1990). *Organizational Behavior Management Challenge*. The Dryden Pres., USA.
- OBENG, K. & UGBORO, I. (2003). Organizational commitment among public transit employees: an assessment study, *Journal of the Transportation Research Forum*, 57(2), 83-98.
- Oktay, E ve Gül, H. (2003). Çalışanların duygusal bağlılıklarının sağlanmasında Conger ve Kanungo'nun karizmatik lider özelliklerinin etkileri üzerine Karaman ve Aksaray emniyet müdürlüklerinde yapılan bir araştırma. *Selçuk Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 10, 403-428.
- Özden, Y.(1997). Öğretmenlerde okula adanmışlık: yönetici davranışları ile ilişkili mi? *Milli Eğitim dergisi*, 135, 35-41.
- Özdevecioğlu, M.(2003). Algılanan örgütsel destek ile örgütsel bağlılık arasındaki ilişkilerin belirlenmesine yönelik bir araştırma. *D.E.Ü.İ.İ.B.F.Dergisi*, 18 (2), 113 -130.
- Reichers, A. E. (1985). A Review and Reconceptualization of Organizational Commitment. *Academy of Management Review*, 10(3), 465-476. .
- Rowden, R.W. (1999): "The Relationship Between Charismatic Leadership Behaviors and Organizational Commitment" , *The Leadership & Organization Development Journal* , 21(1), 30-35.
- Salancik, G. R. (1977). *Commitment and The Control of Organization Behavior and Belief*, New Directions in Organization Behavior. Chicago, Illionis.St. Clair Press.
- Schwenk, C. R. (1986). Information, Cognitive Biases and Commitment to a Course of Action. *Academy of Management Review*, 11(2), 298-310.
- STUM, David L. (1999) *Workforce commitment: strategies for the new work order*, *Strategy & Leadership*, 27(1), Jan-Feb, 5-7.
- Swales, S.(2002). Organizational commitment: a critique of the construct and measures. *International Journal of Management Reviews*, 4 (2), 155-178.
- Wasti, S. A. (2002). Affective and continuance commitment to the organization: Test of an integrated model in the Turkish context. *International Journal of Intercultural Relations*, 26,525-550.
- Terzi, A.R ve Kurt, T.(2005). İlköğretim okulu müdürlerinin yöneticilik davranışlarının öğretmenlerin örgütsel bağlılığına etkisi. *Milli Eğitim Dergisi*, 166. <http://yayim.meb.gov.tr/dergiler/166/index3-kurt.htm>. (Erişim Tarihi: 10.10.2014).
- Tsui, A. S., Egan, T. D. ve O'Reilly, C. A. (1992). Being Different: Relational Demography and Organizational Attachment. *Administrative Science Quarterly*, 37, 549-579.
- Tucker, M.L., McCarthy, A.M., ve Jones, M.C.(1999). Women and men politicians: are some of the best leaders dissatisfied? *Leadership & Organization Development Journal*. 20 (6), 285-290
- Varoğlu, D. (1993). *Kamu Sektörü Çalışanlarının İşlerine ve Kuruluşların Karşı Tutumları, Bağlılıkları ve Değerleri*. Yayımlanmamış Doktora Tezi, Ankara: Ankara Üniversitesi Sosyal Bilimler Enstitüsü.
- Yukl, G.(1989). Managerial leadership: a review of theory and research. *Journal of Management*, 15 (2), 251-289.
- Williams, L. J. ve Hazer, J. T. (1986). Antecedents And Consequences of Satisfaction and Commitment in Turnover Models: A Reanalysis Using Latent Variable Structural Education Methods. *Journal of Applied*

Psychology, 71(2), 219-231.

MORROW, Paula C.; (1983), "Concept Redundancy in Organizational Research, the Case of Work Commitment", Journal of Occupational Behavior, 34, 40-56.

SNAPE, Ed, REDMAN, Tom ve Andy W. CHAN (2000), "Commitment to the Union: A Survey of Research and the Implication for Industrial Relations and Trade Unions", International Journal of Management Reviews, 2(3),25-36.

SCANDURA, Terri A. ve Melenie J. LANKAU (1997), "Relationship of Gender, Family Responsibility and Flexible Work Hours to Organizational Commitment and Job Satisfaction", Journal of Organizational Behavior, 18(4),377-391.

Yıldırım, H. A. (2002). Eğitimde Toplam Kalite Yönetimi. Nobel: Ankara.

Staw, B.; Salancik, G. (1977). New Directions in Organisational Behaviour. Chicago: St Clair Press.

Scholl, Richard W. (1981). "Differentiating Organizational Commitment From Expectancy as a Motivating Force", Academy of Management Review, 6(4), 589-599.

SCHERMERHORN, J.R., Management for Productivity, John Wiley & Sons, New York, 1984.

WASTI, S.A. (2003). Organizational commitment, turnover intentions and the influence of cultural values, Journal of Occupational Psychology, 76, 303-321

WERNER, Isabel., Liderlik Ve Yönetim, (Çev: Vedat Üner), Rota Yayınevi, İstanbul, 1993.

Yalçın, A. ve İplik, F. N. (2005). Beş yıldızlı otellerde çalışanların demografik özellikleri ile örgütsel bağlılıkları arasındaki ilişkiyi belirlemeye yönelik bir araştırma: Adana ili örneği.

Wiener, Y. (1982). Commitment in Organizations: A normative View. Academy of Management Review, 7(3), 418-428.

Zahra, S. A. (1984). Understanding Organizational Management. Supervisory Management, 29(3), 16-20.