

TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP STYLES AS
PREDICTORS OF TRUST IN LEADER AND PERCEIVED LEADERSHIP
EFFECTIVENESS: MODERATING ROLE OF AFFECT INTENSITY

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ABSTRACT

TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP STYLES AS PREDICTORS OF TRUST IN LEADER AND PERCEIVED LEADERSHIP EFFECTIVENESS: MODERATING ROLE OF AFFECT INTENSITY

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The main purpose of the present study was to examine the moderating role of affect intensity on the relationships between leadership style (i.e., transformational and transactional leadership) and outcome variables of trust in leader and leadership effectiveness. Leadership is defined as “a process by which one person influences the thoughts, attitudes, and behaviors of others” (Mills, 2005, p.11). Affect intensity refers to the strength with which individuals experience their emotions. In the present study, it was hypothesized that, particularly, transformational leadership style would predict both followers’ trust in leader and perceived leadership effectiveness and that leader’s affect intensity would moderate the relationship between leadership styles and outcome variables of trust in leader and perceived leadership effectiveness. A total of 494 subordinates and their 98 immediate-supervisors constituted the sample of the study. Findings of the study supported that perceived transformational leadership predicted both trust in leader and leadership effectiveness perceptions while perceived

transactional leadership did not influence these outcome variables. Affect intensity of the leader did not moderate the relationship between perceived leadership style and outcome variables of the study. However, leader's affect intensity did moderate the self-report transactional leadership-perceived leadership effectiveness relationship. Furthermore, subordinate's own affect intensity and cultural orientation moderated the effect of leadership style on perceived leadership effectiveness. Findings are discussed along with limitations and contributions of the study.

Keywords: affect intensity, leadership style, transformational/transactional, trust in leader, leadership effectiveness

ÖZ

LİDERE GÜVEN VE ALGILANAN LİDERLİK ETKİLİLİĞİNİN ÖNCÜLLERİ OLARAK DÖNÜŞTÜRÜCÜ VE ETKİLEŞİMLİ LİDERLİK STİLLERİ: DUYGU DURUMU YOĞUNLUĞUNUN DÜZENLEYİCİ ROLÜ

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Bu çalışmanın temel amacı, dönüştürücü ve etkileşimli liderlik stilleri ile lidere güven ve liderlik etkililiği arasındaki ilişkileri ve bu ilişkilerde *duygu durumu yoğunluğunun* düzenleyici rolünü araştırmaktır. Liderlik “bir kişinin, diğerlerinin düşüncelerini, tutumlarını ve davranışlarını etkilediği bir süreç” olarak tanımlanmıştır (Mills, 2005, s.11). Duygu durumu yoğunluğu, bireylerin duygularını yaşama gücüne/yoğunluğuna işaret etmektedir. Bu çalışmada, özellikle dönüştürücü liderlik stiline, çalışanların hem liderlerine olan güvenini hem de algılanan liderlik etkililiğini yordayacağı; liderin duygu durumu yoğunluğunun, liderlik stilleri ile lidere güven ve algılanan liderlik etkililiği arasındaki ilişkiyi düzenleyeceği hipotez edilmiştir. Çalışmanın örneklemi, çalışanlardan (N = 494) ve onların birinci derece amirlerinden (N = 98) oluşmaktadır. Çalışmada, algılanan dönüştürücü liderlik stiline, hem lidere güven hem de liderlik etkililiği algılarını yordadığı, algılanan etkileşimli liderlik stiline ise bu bağımlı değişkenler üzerinde bir etkisinin olmadığı bulunmuştur. Liderin duygu durumu

yoğunluğunun, algılanan liderlik stili ile bağımlı değişkenler arasındaki ilişkide anlamlı bir düzenleyici etkisi bulunmamıştır. Diğer yandan, liderin duygu durumu yoğunluğunun, öz bildirime dayalı etkileşimli liderlik stili-algılanan liderlik etkililiği ilişkisinde düzenleyici bir rolü olduğu tespit edilmiştir. Ayrıca, çalışanın kendi duygu durumu yoğunluğu ve kültürel eğilimi, liderlik stili-algılanan liderlik etkililiği ilişkisinde düzenleyici değişken olarak bulunmuştur. Çalışma bulguları, çalışmanın sınırlılıkları ve katkıları ile birlikte tartışılmıştır.

Anahtar Kelimeler: duygu durumu yoğunluğu, liderlik stili, dönüştürücü/etkileşimli, lidere güven, liderlik etkililiği

To My Beloved Family

&

To new experiences

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TABLE OF CONTENTS

PLAGIARISM	iii
ABSTRACT	iv
ÖZ.....	vi
ACKNOWLEDGEMENTS	ix
TABLE OF CONTENTS	x
LIST OF TABLES	xiii
LIST OF FIGURES.....	xiv
CHAPTER	
1. INTRODUCTION.....	1
1.1 Overview of the Study.....	1
1.2 Transformational and Transactional Leadership.....	3
1.2.1 Construct Clarification and Measurement.....	4
1.2.2 Transformational and Transactional Leadership: Correlates	7
1.3 Trust in Leader	9
1.4 Leadership Effectiveness.....	12
1.5 Affect Intensity.....	16
1.5.1 Affect Intensity and Its Neighboring Concepts.....	18
1.5.2 Measurement of Affect Intensity.....	20
1.5.3 Predictors, Correlates, and Consequences of Affect Intensity	21
1.5.4 Affect Intensity as a Potential Moderator of the <i>Leadership Style-Trust in Leader</i> and <i>Leadership Style-Leadership Effectiveness</i> Relationships .	23
1.6 Exploratory Analyses	30
2. METHOD.....	33
2.1 Overview	33
2.2 Preliminary Studies	33

2.2.1	Preliminary Study 1: Translation of the AIM into Turkish.....	33
2.2.2	Preliminary Study 2: Factor Analysis and Reliability Analysis of the Newly Translated AIM	34
2.3	Main Study.....	35
3.	RESULTS	42
3.1	Overview	42
3.2	Preliminary Study Results: Factor Analysis	43
3.3	Main Study Data Screening and Cleaning	44
3.4	Main Study Factor Analyses	46
3.5	Main Study Descriptive Statistics, Reliabilities, and Bivariate Correlations	53
3.6	Hypothesis Testing.....	60
3.6.1	Moderated Regression Analyses for Perceived Leadership Style as the Independent Variables	62
3.6.2	Moderated Regression Analyses for Self-Reported Leadership Style as the Independent Variables	65
3.7	Exploratory Analyses	71
3.7.1	Exploratory Analyses for Subordinate’s Own Affect Intensity as Moderator.....	72
3.7.2	Exploratory Analyses for Subordinate’s Cultural Orientation as Moderator.....	75
4.	DISCUSSION	79
4.1	Overview	79
4.2	Discussion of the Main Study Factor Analysis Findings for the Newly Translated AIM	79
4.3	Discussion of the Main Study Findings	81
4.4	Discussion of the Exploratory Study Findings	86
4.5	Contributions and Practical Implications of the Study	88
4.6	Strengths and Limitations	89
4.7	Suggestions for Future Research.....	91
4.8	Conclusions	92
	REFERENCES.....	93
	APPENDICES	
	APPENDIX A: PRE STUDY-INFORMED CONSENT FORM.....	105

APPENDIX B: PRE STUDY-DEMOGRAPHIC INFORMATION FORM	107
APPENDIX C: PRE STUDY-AFFECT INTENSITY MEASURE.....	108
APPENDIX D: PRE STUDY-DEBRIEFING FORM	111
APPENDIX E: MAIN STUDY-INFORMED CONSENT FORM FOR SUBORDINATES.....	112
APPENDIX F: MAIN STUDY-AFFECT INTENSITY MEASURE (AIM)	114
APPENDIX G: TRANSFORMATIONAL LEADERSHIP SCALE (TLS)- SUBORDINATE VERSION.....	117
APPENDIX H: LEADERSHIP EFFECTIVENESS SCALE (LES)- SUBORDINATE VERSION.....	120
APPENDIX I: BEHAVIORAL TRUST INVENTORY (BTI).....	121
APPENDIX J: CULTURE SCALE.....	122
APPENDIX K: DEMOGRAPHIC INFORMATION FORM- SUBORDINATE VERSION.....	123
APPENDIX L: MAIN STUDY-DEBRIEFING FORM FOR SUBORDINATES.....	125
APPENDIX M: MAIN STUDY-INFORMED CONSENT FORM FOR SUPERVISORS	127
APPENDIX N: TRANSFORMATIONAL LEADERSHIP SCALE (TLS)- SUPERVISOR VERSION	129
APPENDIX O: LEADERSHIP EFFECTIVENESS SCALE (LES)- SUPERVISOR VERSION	132
APPENDIX P: DEMOGRAPHIC INFORMATION FORM-SUPERVISOR VERSION	133
APPENDIX R: MAIN STUDY-DEBRIEFING FORM FOR SUPERVISORS.	135
APPENDIX S: APPROVAL OF METU HUMAN SUBJECTS ETHICS COMMITTEE	137
APPENDIX T: TURKISH SUMMARY/TÜRKÇE ÖZET	138
APPENDIX U: TEZ İZİN FORMU/THESIS PERMISSION FORM	153

LIST OF TABLES

Table 1. Factor Loadings for Exploratory Factor Analysis with Varimax Rotation of Affect Intensity Measure	49
Table 2. Fit Indices of Confirmatory Factor Analyses for Four Different Affect Intensity Models.....	51
Table 3. Descriptive Statistics for the Study Variables.....	55
Table 4. Descriptive Statistics for the Demographic Variables in Subordinate and Leader Samples	56
Table 5. Bivariate Correlations and Reliabilities	58
Table 6. Values Concerning Eight Separate Interaction Effects of Leader's Affect Intensity and Perceived Leadership Style.....	64
Table 7. Values Concerning Eight Separate Interaction Effects of Leader's Affect Intensity and Self-Report Leadership Style.....	69
Table 8. Results of Hypothesis Testing Regarding Direct and Moderation Effects of Study Variables.....	70
Table 9. Values Concerning Interaction Effect of Subordinate's Affect Intensity and Self-Report Leadership Style	74
Table 10. Values Concerning Interaction Effect of Subordinate's Cultural Orientation and Self-Report Leadership Style.....	78

LIST OF FIGURES

Figure 1. The expected relationships between leadership style, affect intensity, trust in leader, and perceived leadership effectiveness.....	29
Figure 2. Interaction of Transactional Leadership Reported by the Leader and [Affect] Intensity of the Leader	66
Figure 3. Interaction of Transactional Leadership Reported by the Leader and [Affect] Composure of the Leader	68
Figure 4. Interaction of Transformational Leadership Reported by the Leader and [Affect] Composure of the Subordinate.....	73
Figure 5. Interaction of Transformational Leadership Reported by the Leader and Individualism/Collectivism.....	77

CHAPTER 1

INTRODUCTION

1.1 Overview of the Study

Although there are different approaches to leadership, transformational (as compared to transactional) leadership has especially been presented as an effective leadership style in the literature (e.g., Bass, 1990; Bass, 2000; Carson, 2011; Chi, Lan, & Dorjgotov, 2012; Dabke, 2016; Hater & Bass, 1988; Lowe, Kroeck, & Sivasubramaniam, 1996; Rowold, 2008; Spreitzer, Perttula, & Xin, 2005). Transformational and transactional leadership have been examined in relation to many variables such as personality (Bono & Judge, 2004), gender (Eagly, Johannesen-Schmidt, & van Engen, 2003), organizational effectiveness (Chi, Lan, & Dorjgotov, 2012; Hater & Bass, 1988), and leadership performance (Hater & Bass, 1988), and perceived leader effectiveness (Bass, 1990; Hater & Bass, 1988; Lowe, Kroeck, Sivasubramaniam, & 1996).

Trust is a construct that has been widely examined in connection with leadership. Followers' trust in leader is crucial for effective leadership (Monzai, Ripoll, & Peiro, 2015). Early studies have revealed that leadership style has an impact on employees' trust in their leader (Dirks & Ferrin, 2002; Gillespie & Mann, 2004). Specifically, transformational leadership has been found to be positively and significantly related to trust in leader (Dirks & Ferrin, 2002; Gillespie & Mann, 2004; Goodwin, Whittington, Murray, & Nichols, 2011; Holtz & Harold, 2008; Pillai, Schriesheim, & Williams, 1999; Podsakoff, MacKenzie, & Bommer 1996; Podsakoff, MacKenzie, Hoorman, & Fetter, 1990; Su-Jung Lin & Hsiao, 2014).

Likewise, leadership effectiveness is an important and frequently studied variable due to its relationship with many organizational outcomes such as organizational commitment, productivity (Loke, 2001), job satisfaction (Joey, 2019; Loke, 2001), organizational citizenship behaviors and job characteristics perceptions (Choudhary, Kumar, & Philip, 2015). Literature findings have shown that one of the variables that influence perceived leadership effectiveness is the style that the leader engages in (Bass, 1990; Connely & Ruark, 2010; Hater & Bass, 1988). Particularly transformational leadership has been shown to have a stronger effect on perceived leadership effectiveness as compared to transactional leadership (Bass, 1990; Connely & Ruark, 2010; Hater & Bass, 1988; Lowe et al., 1996).

Although the effect of leadership style on leadership effectiveness is well-established, the knowledge on the third variables playing role as activators or inhibitors of this relationship is still accumulating. For instance, George (2000) stated that moods and emotions play an important role in leadership processes. Gooty, Connely, Griffith, and Gupta (2010) regarded affect and emotions as important elements of inspirational leadership (i.e., authentic, charismatic, and transformational leadership). Humphrey (2012) proposed that emotion regulation is relevant to transformational and transactional leadership styles. Similarly, emotional intelligence was found to be related to transformational leadership (Harms & Crede, 2010; Schaefer, 2015) and had a contribution to effective leadership (George, 2000). Leader's skills, such as emotional sensitivity, emotional expressivity, and emotional control are also expected to contribute to effective leadership behaviors (Riggio & Richard, 2008).

More research is needed on the effect of dispositional affect trait on leader effectiveness because according to Gooty et al. (2010), there is no theory and very few empirical studies examine how leader outcomes are influenced by leaders' moods and state affect.

Individual difference characteristics have been examined frequently in recent years in the scope of industrial and organizational psychology in addition to organizational level variables (Dudley, Orvis, Lebiecki, & Cortina, 2006; Huelsman, Munz, & Furr, 2003; Joseph & Newman, 2010; Judge & Ilies, 2002; Ones & Viswesvaran, 2002).

Although affect intensity, which is defined as “stable individual differences in the strength with which individuals experience their emotions” (Larsen & Diener, 1987, p. 2), has been studied in relation to psychological well-being, life satisfaction, happiness, performance, and advertising, there is still a need to examine this construct as it relates to leadership. In the light of the findings concerning the relationships between leadership and affect-related variables, affect intensity is expected to be a potential moderator of the relationship between transformational (and transactional) leadership style and leadership outcomes of trust in leader and leadership effectiveness.

Hence in the present study, I examined affect intensity construct as a potential moderator of the leadership styles-leadership effectiveness relationship. Specifically, I proposed that transformational and transactional leadership styles influence employees’ trust in their leader and leadership effectiveness perceptions and that this influence may depend on the level of leaders’ affect intensity. Thus, the present study aimed to examine the relationship between transformational and transactional leadership styles and outcome variables of trust in leader and leadership effectiveness as well as the moderating role of affect intensity in these relationships.

In the following sections of this introduction, first the literature on transformational and transactional leadership is briefly overviewed. Next, the literature on trust in leader and leadership effectiveness, which are critical outcomes of transformational leadership, is presented by emphasizing their relationship with transformational and transactional leadership. Then, description, conceptualization, and measurement of affect intensity as well as predictors, correlates and consequences of this construct are briefly reviewed. Finally, potential moderator role of affect intensity is presented by relying on the literature on the associations between affect-related concepts and leadership processes.

1.2 Transformational and Transactional Leadership

‘Leadership is a process by which one person influences the thoughts, attitudes, and behaviors of others’ (Mills, 2005, p.11). This definition reveals the difference between

management and leadership. In today's work environment, employees not only need to hear what should be done but also want to be leaded and motivated by their leaders while they are working towards the goals of the organization. Several factors such as the leader's personal characteristics, situational factors of the work where the leader is involved in, and leadership style influence leadership effectiveness (Dönmez, 2014). Among the contemporary leadership approaches, especially transformational leadership (as compared to transactional leadership) has been established as an effective leadership style (e.g., Bass, 1990; Bass, 2000; Carson, 2011; Chi, Lan, & Dorjgotov, 2012; Dabke, 2016; Hater & Bass, 1988; Lowe, Kroeck, & Sivasubramaniam, 1996; Rowold, 2008; Spreitzer, Perttula, & Xin, 2005). In the following section a brief review of the literature on the constructs of transformational and transactional leadership is presented.

1.2.1 Construct Clarification and Measurement

Transformational and transactional leadership styles were first identified by Burns (1978) in the context of political sciences as being polar to each other. Bass (1990) adapted these constructs to organizational settings and viewed them as being complementary rather than being opposite. According to Burns (1978) transformational leadership focuses on leaders' ways of affecting followers' emotions and values or motivating them to perform beyond expected levels. On the other hand, transactional leader focuses on exchange processes between the leader and the followers such as rewards or punishments which are given in return for fulfilment or nonfulfillment of required tasks.

Transformational leaders consider their employees' individual differences and mentor them to develop themselves. Such leaders stimulate their incumbents intellectually, encourage and show them how to solve old problems with a new style, and put emphasis on rationality as a problem-solving strategy (Bass, 1990). Transformational leaders dedicate themselves to their followers to create a positive work environment (Arnold, Connelly, Walsh, & Ginis, 2015).

According to Bass (1990), there are four characteristics of transformational leadership: namely, charisma (renamed as idealized influence later), inspiration, intellectual stimulation, and individualized consideration. Humphrey, Pollack, and Hawver (2008) reported similar dimensions of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Charisma means providing vision and sense of mission, transfusing pride, earning trust and respect of employees (Bass, 1990). Charismatic leaders display high self-esteem, self-command, generosity, openness, integrity, and genuine consideration for other people (Suryani, Vijver, Poortinga, & Setiadi, 2012). By making known high expectations, by utilizing symbols for improving efforts of employees, and by stating essential goals, a leader can inspire her or his employees (Bass, 1990). A transformational leader who inspires followers communicates expressively, convincingly, and attractively (Suryani et al., 2012). A leader who uses intellectual stimulation supports intelligence, solving problems attentively, and rationality (Bass, 1990); and encourages using creative and innovative ideas as problem solving strategy (Suryani et al., 2012). Individualized consideration means taking care of each employee personally and being aware of characteristics and/or abilities of each employee, guiding and recommending subordinates individually (Bass, 1990).

Transactional leadership, on the other hand, is based on transactions which mean promise and reward for employees' good performance or discipline, threat and penalty for employees' poor performance. This transaction occurs between employees and their managers. Employees' fear for penalties or desires for rewards determines whether the word of rewards or avoiding from penalties motivate them or not (Bass, 1990). According to Bass (1990) transactional leadership consists of four characteristics: contingent reward, management by exception (active), management by exception (passive), and laissez-faire. Contingent reward is based on the exchange between effort (on the part of follower) and rewards (by the leader). That is, rewards are given only if an employee makes an effort for it, and thus rewarding good performance is assured. A leader who implements management by exception (active) observes and investigates discrepancies between standards/rules and reality, makes a move to correct the situation (Bass, 1990), and bolsters followers' avoidance of

making mistakes (Hartog, Muijen, & Koopman, 1997). Different from active version, in management by exception (passive), intervention is made only when standards are not fulfilled. A leader who gives up her or his responsibilities and abstains from taking decisions may be labeled as laissez-faire according to Bass (1990). Management by exception (passive) and laissez-faire leadership differ from each other. Passive management by-exception leadership gives importance to sustain the status quo while the status quo is disregarded, and managerial responsibilities are avoided in the type of laissez-faire leadership (Hater & Bass, 1988).

There are both divergent and convergent sides of transformational and transactional leadership styles. Transformational and transactional leaders differ from each other in terms of performance levels of their subordinates. Transformational leaders contribute to employees' performance beyond expected levels by stimulating original thinking and transferring sense of mission while subordinates of transactional leaders perform at only required levels since their performance or behavior is directly associated with negative feedback and contingent rewards by their managers (Hater & Bass, 1988). Besides, transformational leadership is presented as a more compatible style with well-educated labor force. For instance, an employee who wants to develop her/his abilities would probably need a leader who is aware of her/his employees' personal strengths and weaknesses or abilities; in other words, a leader with 'individualized consideration.' On the contrary, employees would be less likely to be stimulated for individual enrichment by their leaders who merely uses contingent reward for performance of followers.

Even though mentioned two leadership styles (i.e., transformational and transactional) are presented as different from each other, they are not totally unrelated (Hater & Bass, 1988). Although motivational processes and type of goals are different in transformational and transactional leadership, they both focus on achieving some goals, thus transformational leadership may be seen as a special sort of transactional leadership. For instance, a transformational leader may exhibit transactional leadership behaviors time to time; she/he may use symbols to increase extra effort of employees in achieving an organizational mission (Hater & Bass, 1988).

The Multifactor Leadership Questionnaire (the MLQ; Avolio, Bass, & Jung, 1999) is the most widely utilized instrument in measuring transactional and transformational leadership (Eagly et al., 2003; Pillai, et al., 1999); and the most popular version of this instrument is the Form 5X (MLQ-5X; Avolio & Bass, 2002) (Eagly et al., 2003). Based on the factor analysis results of the MLQ-5X, transformational leadership consists of five sub-scales which are idealized influence (attribute), idealized influence (behavior), inspirational motivation, intellectual stimulation, and individualized consideration; transactional leadership contains sub-scales of contingent reward, management by exception (active), and management by exception (passive).

1.2.2 Transformational and Transactional Leadership: Correlates

Personality and gender are among the frequently studied variables in relation to transformational leadership in the literature. Bono and Judge (2004) meta-analytically examined the relationships between transformational leadership ratings and the Big Five personality dimensions. According to results, overall transformational leadership ratings were positively related to extraversion ($\rho = .24, r = .19$), openness ($\rho = .15, r = .11$), agreeableness ($\rho = .14, r = .10$), conscientiousness ($\rho = .13, r = .10$) and negatively related to neuroticism ($\rho = -.17, r = -.15$). Extraversion was found to be the strongest correlate of transformational leadership among the Big Five personality traits. Results of this meta-analysis are important in terms of showing that transformational leaders may have some distinguishing dispositional characteristics. Charisma dimension (which combines ‘idealized influence’ and ‘inspirational motivation’ dimensions in this study) was the most related trait to personality ($R^2 = .12$), in other words, 12% of variability in charisma was explained by the Big Five factors in Bono and Judge’s (2004) meta-analysis.

In a meta-analysis including 45 studies, Eagly et al. (2003) compared women and men in terms of their transformational, transactional, and laissez-faire styles. Women had significantly higher scores on overall transformational leadership ($d = .11$) and on the Contingent Reward subscale ($d = .15$) of transactional leadership than did men. On the other hand, men scored significantly higher than women on the Management by Exception (active) and Management by Exception (Passive) subscales of transactional

leadership and Laissez-Faire scale ($d = .15$, $d = .26$, and $d = .18$, respectively). Although it can be inferred that women displayed more transformational leadership behaviors than did their male counterparts based on these findings, it is difficult to say that gender would be a reliable indicator of a person's leadership style since all mean effect sizes (d) reported in this meta-analysis were quite small.

Transformational and transactional leadership styles have also relationships with some individual and organizational level outcomes. For instance, in a meta-analysis, transformational leadership was found to be a significant and reliable predictor of work unit effectiveness across different contexts (Lowe, Kroeck, & Sivasubramaniam, 1996). Chi, Lan, and Dorjgotov (2012) stated that transformational leadership was the most important element for enhancing organizational effectiveness in research and development organizations. Performance of leader in relation to transformational and transactional leadership was examined in another study (Hater & Bass, 1988). For top performer sample of the study, transformational leadership factors predicted individual performance of manager moderately (.35 to .46) whereas factors belonging to transactional leadership had low or negative correlation with manager's individual performance which is obtained from superiors' evaluations. Furthermore, the authors proposed that perceived leader effectiveness and organizational effectiveness were also associated with transformational and transactional leadership styles. However, perceived transformational leadership makes an additional prediction in subordinate ratings of leader effectiveness and satisfaction beyond perceived transactional leadership (Bass, 1990; Hater & Bass, 1988). Similarly, the positive association between transformational leadership and leader effectiveness was higher than the transactional leadership and leader effectiveness association (Lowe, Kroeck, Sivasubramaniam, & 1996).

The construct of trust, which will be reviewed later, has been commonly examined in relation to transformational and transactional leadership. Among the leadership theories, transformational leadership is probably the one in relation to which trust has been the most widely studied (Dirks & Ferrin, 2002). Trust has been studied as a correlate or an outcome of transformational leadership by many studies (Goodwin et

al., 2011). Transformational leadership appears to be a strong predictor of trust. In their meta-analysis, Dirks and Ferrin (2002) found that trust was strongly related to transformational leadership ($r = .72$) and moderately related to transactional leadership ($r = .59$). Similarly, according to path model of Goodwin et al.'s (2011) study, there was a significant relationship between transformational leadership and trust ($b = .77$, $p < .001$). In addition to be a direct outcome of transformational leadership, trust was found to be a mediating variable between transformational leadership and other outcome variables in some studies. For instance, transformational leadership influenced employees' perceptions toward managerial explanations indirectly through employees' trust in their leaders (Holtz & Harold, 2008). However, consistent with Podsakoff, MacKenzie, and Bommer's (1996) study, there was no significant relationship between transactional leadership and trust.

Leadership effectiveness is another variable which is studied in relation to transformational and transactional leadership styles. Reviewed studies suggested that the effect of transformational leadership on perceived leadership effectiveness was much stronger than the effect of transactional leadership (Bass, 1990; Connelly & Ruark, 2010; Hater & Bass, 1988; Lowe et al., 1996). In other words, transformational leaders were perceived as much more effective by their followers as compared to transactional leaders.

Hence, in the next two sections, the literatures on trust in leader and leadership effectiveness are briefly presented.

1.3 Trust in Leader

This section starts with variables that are related to trust in leader and continues with the relationships between trust in leader and leadership styles of transformational and transactional leadership.

Trust in leader is an organizational construct which is influenced by some other variables and also has an effect on other organizational outcomes. Rousseau et al. (1998) defined trust as "a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another"

(p. 395). Followers' trust in their leader is fundamental for effective leadership (Monzai, Ripoll, & Peiro, 2015). According to George (2000) effective leadership includes the element of generating trust. Trust in manager-subordinate relationship is suggested to be a key factor for transformational leadership (Goodwin et al., 2011).

Dirks and Ferrin (2002) stated that two theoretical perspectives of trust in leadership exist. The first perspective (i.e., relationship-based perspective) concentrates on the nature of relationship between the leader and the followers while second perspective (i.e., character-based perspective) emphasizes followers' perceptions about leaders' character. Followers make inferences about leaders' traits like fairness, integrity, dependability, and ability, which in turn affect their work attitudes and behaviors.

Followers' trust in their leader is important because it is related to many individual and organizational level outcomes and processes which are linked to productivity such as job satisfaction (Dirks & Ferrin, 2002; Driscoll, 1978, Pillai et al., 1999), job performance (Dirks & Ferrin, 2002), satisfaction with leader (Dirks & Ferrin, 2002), leader effectiveness (Bass, 1990; Gillespie & Mann, 2004), organizational commitment (Dirks & Ferrin, 2002; Liou, 1995; Pillai et al., 1999), organizational citizenship behaviors (OCBs) (Dirks & Ferrin, 2002; Pillai et al., 1999; Podsakoff, MacKenzie, Hoorman, & Fetter, 1990; Su Jung Lin & Hsiao, 2014), and turnover intentions (Dirks & Ferrin, 2002).

Dirks and Ferrin's (2002) meta-analysis, which was conducted on the relationship between trust and 23 other variables, indicated that among outcomes of trust the largest relationships observed were with job satisfaction ($r = .51$) and organizational commitment ($r = .49$). Besides, there was a high relationship between trust and satisfaction with leader ($r = .73$).

The relationships between trust and these critical outcome variables (e.g., job satisfaction, organizational commitment, and organizational citizenship behaviors) show us the importance of examining the construct of trust in the context of industrial and organizational psychology. For instance, a leader who complains about his/ her subordinates' low level of organizational commitment and/or OCBs may need to check

the extent to which she/he is perceived as trustable or reliable by her/his subordinates. That is, one of the reasons why employees are not displaying OCBs or feel committed may be that they do not trust their leaders.

As stated above, transformational and transactional leadership constructs are among the variables which have been examined in connection with trust in leader. Since employees trust and confide in charismatic leaders (Bass, 1990), transformational leadership may be more likely to be related to one of the indirect indicators of effective leadership namely, trust in leader. For instance, Su-Jung Lin and Hsiao (2014) found that subordinates' trust in manager was positively related to transformational leadership ($r = .77, p < .01$). Similarly, Podsakoff et al. (1990) revealed that transformational leadership affected both employee trust and satisfaction while transactional leader behavior (contingent reward) did not have any effect on either employee satisfaction or trust. Pillai et al.'s (1999) research findings based on structural equation modeling on two independent samples revealed that transformational leadership was both directly and indirectly, with the mediating role of procedural justice, related to trust while transactional leadership didn't have an effect on trust. In Podsakoff et al.'s (1996) study, only 'individualized support' dimension of transformational leadership was positively related to trust in leader. Research and development team members' trust toward their leaders was associated with transformational leadership, consultative leadership, and contingent reward which were under the category of active leadership style in Gillespie and Mann's (2004) study.

To summarize, transactional leadership was found to be having either moderate or no relationship with trust in leader (Dirks & Ferrin, 2002; Holtz & Harold, 2008; Pillai et al., 1999; Podsakoff et al., 1990; Podsakoff et al., 1996) whereas transformational leadership had a positive, significant effect on followers' trust in their leaders (Dirks & Ferrin, 2002; Gillespie & Mann, 2004; Goodwin et al., 2011; Holtz & Harold, 2008; Pillai et al., 1999; Podsakoff et al., 1990; Podsakoff et al., 1996; Su-Jung Lin & Hsiao, 2014).

In my opinion, these findings are not surprising. Actually, the names of subfactors of transformational and transactional leadership may even explain why transformational leadership, but not transactional leadership, is related to trust in leader. For instance, ‘individualized consideration’ dimension of transformational leadership implies that the leader is considerate of and concerned with each and every one of the subordinates personally and is aware of characteristics and/or abilities of each employee, and guides subordinates individually (Bass, 1990). Employees would be more likely to trust leaders who show such behaviors which are indicative of consideration for each employees’ characteristics and needs individually. Similarly, a leader who displays ‘intellectual stimulation’ dimension of transformational leadership supports intelligence, solving problems and fulfilling tasks with new perspectives, and rationality (Bass, 1990; Eagly et al., 2003). Such a leader is also more likely to be trusted by the subordinates. However, as the name implies transactional leadership is mostly based on an exchange relationship. That is, rewards are given only if employee displays satisfactory performance (Eagly et al., 2003). Since the transaction between employees and managers includes both reward for employees’ good performance and discipline, threat, or penalty for poor performance (Bass, 1990), an employee may not trust her/his leader heartedly under these circumstances. For instance, an employee who works with the fear of making an error and being penalized for that error instead of being intellectually stimulated would probably feel under pressure and would be less likely to trust her/his leader who causes her/him to feel that way.

1.4 Leadership Effectiveness

Leadership effectiveness, the other leadership outcome which is widely studied within the scope of leadership processes, is defined as the leader’s ability in influencing subordinates and organization’s stakeholders effectively to fulfill organization’s goals (Yukl, 2008). Leadership effectiveness was found to be related to several organizational outcomes like job satisfaction (Joey, 2019; Loke, 2001), organizational commitment, productivity (Loke, 2001), organizational citizenship behaviors, job characteristics perceptions (Choudhary, Kumar, & Philip, 2015), and organizational

health (Dhavani, 2018). These findings show us the importance of examining leader effectiveness within the scope of industrial and organizational psychology.

Many studies on leadership have tried to discover what makes a leader effective or what kind of attitudes or behaviors result in leadership effectiveness. Some leadership outcomes which are used to evaluate leader effectiveness by researchers are as follows: leader's organizational unit performance, promotion rate of the leader, subordinates' commitment and satisfaction, followers' heightened job satisfaction, followers' increased performance, and improvement in group performance (Madanchian et al., 2017). In other words, leadership effectiveness has been operationalized using the mentioned leadership outcomes. One of the most commonly used approach in understanding leadership effectiveness is Contingency Model of Leadership Effectiveness proposed by Fiedler (1967). According to this model, leader's effectiveness depends on two factors: 1) leadership style (task or relationship orientation); 2) leader's situational control (situational favorability) (Fiedler, 1978), in other words, interaction of the person and the situation (Ayman, Chemers, & Fiedler, 1995). According to Ayman et al., criterion of leader effectiveness in contingency model is work group performance. Group performance was predicted by the match between leadership style and situational favorability (Fiedler & Chemers, 1984).

Dabke (2016) stated that perceived leadership effectiveness is a feature which may be observed more in the sight of the significant partners rather than objective leadership outcomes (such as leader's job performance). Hence, in the present study, perceived leadership effectiveness data were collected from the subordinates whom were thought to represent the most appropriate source to evaluate leader's effectiveness.

One of the variables that is commonly linked to leader effectiveness is leadership style. According to Connelly and Ruark (2010), two factors influence perceived leadership effectiveness: 1) leadership style (i.e., transformational leadership vs. transactional leadership) and 2) emotion type displayed by the leader (i.e., positive vs. negative). Transformational leadership was found to be related to leadership effectiveness in many studies (Bass, 1990; Connelly & Ruark, 2010; Dabke, 2016; Hater & Bass, 1988; Lowe et al., 1996) and this relationship was much stronger than the relationship

between transactional leadership and leader effectiveness (Bass, 1990; Connelly & Ruark, 2010; Hater & Bass, 1988; Lowe et al., 1996). In Connelly and Ruark's (2010) study, subordinates evaluated transformational leaders as effective independent of whether leaders showed positive or negative emotions. However, employees perceived transactional leaders as effective only if they displayed positive emotions. In other words, the effect of transformational leadership on leader effectiveness was considered as more important than whether the leaders' displayed emotion was positive or negative. That is, transformational leadership behaviors seem to be perceived as effective even when the leader showed negative emotion. Similarly, in Dabke's (2016) research, even though emotional intelligence was positively related to perceived leader effectiveness, it did not predict leader effectiveness while transformational leadership was found to be a positive predictor of leader effectiveness by explaining 23% of its variance.

In Lowe et al.'s meta-analysis examining 39 leadership studies, three of the transformational leadership dimensions (i.e., individualized consideration, intellectual stimulation, and charisma) were associated with leader effectiveness in majority of the studies. In a recent study (Kueenzi, 2019) conducted on finance sector, individualized consideration and idealized influence (attributed) dimensions of transformational leadership and contingent reward dimension of transactional leadership had positive effects on both perceived leader effectiveness and satisfaction with leader. According to Madanchian et al. (2017), using proper skills and processes, an effective leader produces the circumstances which is optimum for the organization. For instance, in some studies, effective leadership was linked to transformational (Carroll & Gillen, 1987) and charismatic (Conger, 1998) leadership behaviors.

Even though the relationships between leadership styles, trust in leader, and leadership effectiveness have been examined in many leadership studies, predictors, moderators, effects or implications of these processes may change depending on the organization, industry or country as stated by Madanchian et al. (2017). For instance, the perception of trust in leader or leadership effectiveness may be quite different in different cultures (Wasti, Erdaş, & Dural, 2013; Wasti, Tan, & Erdil, 2011).

In sum, studying these context-bound variables (i.e., transformational and transactional leadership styles, trust in leader, and leadership effectiveness) in a new cultural context and examining the influence of affect intensity on these variables is expected to contribute to the existing literature.

Based on the reviewed literature and the arguments presented above, I propose that;

Hypothesis 1a: Transformational leadership is positively and significantly related to trust in leader.

Hypothesis 1b: Transactional leadership has either a moderate or a nonsignificant relationship with trust in leader.

Hypothesis 1c: Transformational leadership is positively and significantly related to perceived leadership effectiveness.

Hypothesis 1d: Transactional leadership has either a moderate or a nonsignificant relationship with perceived leadership effectiveness.

Although the relationships between trust in leader, which is a critical indicator of leadership effectiveness, and transformational and transactional leadership styles have been well-established in the literature, potential moderators (especially affect-related variables) which could influence this relationship have been relatively ignored. Affect-related variables such as emotional intelligence, emotion regulation, emotional labor have been shown to have relationships with leadership processes and/or outcomes such as transformational and transactional leadership styles, trust in leader and leadership effectiveness (Arnold et al., 2015; Connelly & Ruark, 2010; Dabke, 2016; Damen, van Knippenberg, and van Knippenberg, 2008; George, 2000; Gooty et al., 2010; Groves, 2005; Harms & Crede, 2010; Humphrey, 2012; Riggio & Reichard, 2008; Rosete & Ciarrochi, 2005; Schaefer, 2015; Vidic et al., 2017). However, these affect-related variables have not been extensively studied as moderators of the leadership style-trust and leadership style-leadership effectiveness relationships. I argue that affect intensity, which is a neighboring construct to the mentioned affect-related variables, may be examined in the context of leadership style-trust in leader and leadership style-

leadership effectiveness relationships. Hence, in the present study I aimed to examine the potential role of affect intensity in moderating the relationships between leadership-trust in leader-leader effectiveness. Specifically, in the proposed study, I expect that affect intensity would moderate the relationship between transformational and transactional leadership and trust in leader as well as the relationship between transformational and transactional leadership styles and leadership effectiveness. Hence, in the following section, I first present a brief review of the literature on the construct of affect intensity. Then, the literature on affect-related constructs and their association with leadership processes are presented to support the expected role of affect intensity in the relationships of interest.

1.5 Affect Intensity

Larsen and Diener (1987) defined the term ‘affect intensity’ as “stable individual differences in the strength with which individuals experience their emotions” (p. 2). In other words, affect intensity refers to usual strength of affective states, independent of the frequency of those experienced states. Larsen (2009) later defined the construct as “individual differences in the characteristic magnitude of emotional reactions” (p. 250). Botella, Zenasni, and Lubart (2011) defined affect intensity as a propensity of feeling and living strong emotional reactions toward an emotional circumstance. Larsen, Diener, and Emmons (1986) considered this construct as a stable individual difference characteristic. Individuals’ various experiences may lead them to feel positive affect and negative affect with different quantities; affect intensity, on the other hand, is directly influenced by value given to the outcome by the person (Grawitch, Block, & Ratner, 2005). Even though the stimulation level of an event is standard, individuals may experience positive or negative affect with different intensity levels depending on their own affect intensity level (Larsen et al., 1986) since emotions are not felt at the same intensity level by all individuals. Hence, according to Larsen and Diener (1987), an emotion which is felt as quite strongly by an individual could be felt much less intensely by another individual. Furthermore, individuals may be in two extremes in terms of affect intensity. That is at one end, they experience their emotions in mild intensity and with just slight/negligible fluctuations, at the other end,

individuals who are characterized as emotionally reactive and changeable live their emotions strongly.

In Larsen et al.'s (1986) study, emotional reactions to naturally occurring life events were investigated via recording their daily life events and reactions to those events. Individuals who had higher scores on Affect Intensity Measure gave stronger and more intense affective reactions to naturally occurring events. In other words, high-affect intensity individuals were found to be more reactive to the emotional stimulation than low-affect intensity individuals. These findings did not change depending on whether the events elicited positive or negative emotions. Besides, severity of the event did not affect the results, that is, participants with high affect intensity gave stronger reactions to naturally occurring life events which are judged as slight, moderate, or very strong in terms of severity level (Larsen et al., 1986; Larsen & Diener, 1987). Furthermore, participants who were evaluated as high on affect intensity dimension were not exposed to emotion-provoking life events more frequently than were participants who were low on the same dimension (Larsen et al., 1986; Larsen & Diener, 1987). Larsen and his colleagues (1986) proposed that although individuals experience emotion-provoking life events with the same frequency, they may differ in terms of their affect intensity level, so they concluded that affect intensity differences among individuals were not exclusively due to having more stimulating life or seeking out more sensation producing situations. Based on these study findings, it can be concluded that affect intensity is not associated with frequency of experienced emotions, but it is related to how intensely or strongly individuals feel these emotions.

Furthermore, intensity of affect is not emotion specific; it is valid for both positive and negative emotions (Larsen & Diener, 1987). That is to say, affect intensity refers to experiencing strong positive emotions as well as strong negative emotions regularly. Positive affect intensity is defined as average magnitude of a person's positive affect when experiencing mostly positive emotions whereas negative affect intensity means average magnitude of an individual's negative affect when experiencing mostly negative emotions. Grawitch et al. (2005) analyzed affect intensity at sub-factor level and named the sub factors as 'positive intensity' and 'negative intensity'. Montes-

Berges and Augusto-Landa (2014) examined the construct in a further structuring fashion and determined four facets, namely ‘positive affect,’ ‘negative intensity,’ ‘serenity,’ and ‘negative reactivity.’ However, in the present study I choose to focus on ‘positive affect intensity’ and ‘negative affect intensity’ facets as this framework seems well-established and more accepted by the researchers than the other frameworks.

When affect intensity is estimated on the construct basis, positive and negative affect intensity was positively correlated in several studies (Bachorowski & Braaten, 1994; Larsen & Diener, 1987; Schimmack & Diener, 1997). For instance, in Schimmack and Diener’s (1997) study, the correlation between pleasant and unpleasant affect intensity scores was found to be highly positive ($r = .71, p < .01$). Similarly, the correlation between averaged positive affective response intensity items and averaged negative affective response intensity items was .46 in a sample of 76 individuals ($p < .01$) (Larsen & Diener, 1987). These results propose that over time, individuals who live intense positive affect are likely to experience intense negative affect as well. Thus, affect intensity seems to be generalizable to both positive and negative affect domains (Larsen & Diener, 1987). These findings regarding affect intensity support the folk notion of “the higher you go up when you are up, the lower you will go down when you are down” (Larsen et al., 1987, p.773).

Coccaro, Ong, Seroczynski, and Bergeman (2012) reported that additive genetic influence accounts for 40% of the variance in affect intensity in a study conducted on adult male twins. They argued that these affective traits may be influenced by multiple genes. The findings of this study provide substantial evidence for the dispositional nature of affect intensity construct.

1.5.1 Affect Intensity and Its Neighboring Concepts

Affect intensity seems to be conceptually and empirically related to a number of different constructs such as extraversion and neuroticism, emotional variability, mood change, and emotionality. According to Williams (1989), one concern about conceptualization of affect intensity in psychology studies is that affect intensity might

be a combination of two personality traits, namely extraversion and neuroticism. Yet, Schimmack and Diener (1997) refused this proposition due to two reasons. First, only about 30% of the variance in the Affect Intensity Measure (AIM; Larsen, 1984) could be predicted by these two mentioned personality traits together. That is, there is additional variance in the AIM which is not explained by these two personality traits. Second, extraversion is positively correlated with pleasant emotional/affect intensity while neuroticism is positively correlated with unpleasant emotional/affect intensity (Bachorowski & Braaten, 1994; Schimmack & Diener, 1997). However, researchers (Bachorowski & Braaten, 1994; Larsen & Diener, 1987) showed that there is also positive correlation between intensity of pleasant and unpleasant emotion. If the construct of affect intensity was merely a mixture of neuroticism and extraversion traits as Williams (1989) suggested, the positive correlation between the pleasant and the unpleasant affect intensity scores would be difficult to explain since these two personality traits (i.e., neuroticism and extraversion) are conceptually independent and there is sometimes even negative correlation between them (Schimmack & Diener, 1997). Hence, based on these findings, it seems fair to conclude that affect intensity is a much more complex construct than just being a combination of extraversion and neuroticism.

Gohm and Clore (2002) proposed that individuals with high negative intensity (i.e., negative emotional intensity) tend to display emotional instability. Since the affect intensity construct involves emotional reactivity to life events, it makes sense that affect intensity would correlate with emotional variability measures (Larsen, 2009). Larsen (1987) reported strong associations between affect intensity and more frequent and faster daily mood changes over time. Similar results were found in Diener and Larsen's (1986) study which showed relationship between intensity of affect and average greatness of day-to-day mood change (as cited in Larsen & Diener, 1987). Both studies concerning mood changes connote that emotional life of individuals with high affect intensity seems to be much more diverse than those with low affect intensity (Larsen & Diener, 1987). Affect intensity is associated with both magnitude and frequency of mood change over time, however, according to these authors, affect intensity seems to be an overarching construct which contains emotional variability.

Lastly, affect intensity, which basically involves experiencing both positive and negative emotions strongly, not just negative emotions, should be considered as different from the construct of ‘emotionality’ which generally refers to experiencing negative emotions (Larsen & Diener, 1987).

1.5.2 Measurement of Affect Intensity

The Affect Intensity Measure (AIM; Larsen, 1984) assesses typical intensity or magnitude of a person’s emotions with a 40-item scale (Larsen & Diener, 1987). All items were generated to assess the intensity of emotion (both positive and negative) not the frequency of it. In developing the AIM, initially a 342-item pool was generated. These items were evaluated by raters, who were psychologists and psychology students, in terms of relevance to construct of affect intensity. Remaining 100 items were factor analyzed, resulting in the final 40-item measure. Sample items from the AIM are as follows “When I’m happy I bubble over with energy.” and “When I do something wrong, I have strong feelings of shame and guilt.”

Across four diverse samples, coefficient alphas for that 40-item set ranged from .90 to .94 (Larsen & Diener, 1987). Larsen and Diener estimated test-retest reliabilities of the AIM as .80, .81, and .81 at time intervals of 1-, 2-, and 3-months, respectively. Besides, participants were participated in a study where they took the AIM and they took the same measurement after 2-years interval, the correlation between the AIM scores of individuals was .75 ($p < .01$).

A shortened version of the AIM, consisting of 20-items, was developed by Weed and Diener (1985), yet it was not exposed to the same psychometric examination as the original AIM. In Larsen and Diener’s (1985) study, individuals’ emotional intensity was assessed via their parental reports. Parental report-affect intensity and individuals’ self-report affect intensity was substantially correlated ($r = .50$; $p < .01$). In Larsen and Diener’s (1987) study, affect intensity assessed via peer reports was also significantly correlated with self-report AIM ($r = .41$; $p < .01$). Keltner and Ekman (1996) stated that the AIM may only measure self-reports of emotional intensity, other elements of

emotional response like facial expression or elevated physiological reactions may not be measured by the AIM.

Another way of measuring affect intensity construct is day-to-day assessment. In this type of measurement, daily moods are assessed over comparatively long periods of time (Larsen & Diener, 1987). In this method, by utilizing an adjective checklist individual registered her or his moods at least once for each day, allowing the assessment of experience of each emotion on a daily basis. In factor analysis for adjective checklist of daily emotions, a general positive affect factor and a general negative affect factor were identified. Adjectives such as happy, joyful, pleasant, and fun/enjoyment loaded on general positive affect factor whereas adjectives like unhappy, frustrated, depressed, anxious/worried, and angry/hostile loaded on general negative affect factor.

1.5.3 Predictors, Correlates, and Consequences of Affect Intensity

In this section, first demographic variables related to affect intensity are presented. Next, variables such as personality characteristics, happiness, life satisfaction, psychological well-being, and performance which have established relationships with affect intensity are briefly reviewed.

In Diener, Sandvik, and Larsen's (1985) study, age and sex influenced the level of affect intensity of individuals. That is, women were found to be more emotionally intense than men at each age category. Besides, young individuals had higher levels of affect intensity scores than older ones. That is, as age increased, affect intensity decreased for both females and males.

In Gohm and Clore's (2002) study, experiencing intense positive emotions was found to be related to positive psychological well-being in both samples ($r = .54, p < .01$ for Sample 1; $r = .41, p < .01$ for Sample 2) whereas experiencing intense negative emotions was associated with negative psychological well-being in both samples ($r = .40, p < .01$ for Sample 1; $r = .47, p < .01$ for Sample 2). 'Positive affect' facet of affect intensity was positively related to life satisfaction, and it was associated with personal growth dimension of perceived well-being (Montes-Berges & Augusto-Landa, 2014).

Affect intensity and happiness were found to be unrelated in Diener and Seligman's (2002) research.

Performance was another variable which was examined in relation to affect intensity. In Larsen, Zarate, and Dare's (1986) study, individuals with high affect intensity performed better in a proof reading task under the loud noise condition than individuals with low affect intensity (as cited in Larsen & Diener, 1987). Another study revealed that interaction between negative affective intensity trait and emotional states predicted creative performance which was indicated by producing original ideas (Zenasni & Lubart, 2008). However, affect intensity did not have an effect on visual search performance of individuals in another study (Crust, Clough, & Robertson, 2004). The reviewed literature suggests that affect intensity does not necessarily have to impair performance of people. It may have positive or enhancing effect on performance for high-affect intensity individuals while it may have distracting effects on performance for those with low affect intensity or it may have no effect on performance. Probably, these differential effects of affect intensity on performance would vary depending on the nature of the job/task. For instance, high levels of affect intensity may be quite beneficial or even necessary for an artist to create new drawings, designs etc. Consistently, as Botella et al. (2011) found that artists live life intensely which yield them to display more original products. However, high affect intensity may be harmful or even fatal for an aircraft pilot in dangerous flight situations in which staying calm is crucial (which may be considered as a kind of performance indicator for pilots).

Certain personality variables are related to affect intensity. In Gohm and Clore's (2002) research, intensity of positive emotions was associated with extraversion ($r = .48, p < .01$ for Sample 1; $r = .56, p < .01$ for Sample 2) whereas intensity of negative emotions was related to neuroticism ($r = .41, p < .01$ for Sample 1; $r = .72, p < .01$ for Sample 2). Furthermore, beyond extraversion and neuroticism, intensity of positive emotions was found to be related to other Big-Five Personality traits, namely openness to experience ($r = .29, p < .01$ for Sample 1; $r = .30, p < .01$ for Sample 2),

agreeableness ($r = .44, p < .01$ for Sample 1; $r = .25, p < .01$ for Sample 2), and conscientiousness ($r = .21, p < .05$ for Sample 1).

Not surprisingly, in Larsen and Diener's (1984) and Larsen et al.'s (1984) studies, extraversion had significant associations with the questionnaire and day-to-day affect intensity measures (as cited in Larsen & Diener, 1987). That is, emotional reactions of extraverts were strong. According to Larsen (2009), both extraversion and neuroticism have moderate and positive correlations with affect intensity. The reason of mentioned linkage was proposed to be (Larsen & Ketelaar, 1989, 1991; Rusting & Larsen, 1997, 1998, 1999; Zelenski & Larsen, 1999, 2002) most probably due to the fact that a disposition of responding with strong positive emotional reactivity is associated with extraversion whereas neuroticism is associated with a disposition of responding with intense negative emotional reactivity (as cited in Larsen, 2009).

In addition to certain personality traits, affect intensity appears to be related to a number of personality disorders. For instance, Diener, Sandvik, and Larsen (1985) found that the shortened versions of affect intensity measure correlated (.52) with affect disorder risk indicator. That is, individuals with high affect intensity scores tended to exhibit behavioral manifestations of bipolar personality disorder. It makes sense that individuals with high affect intensity and bipolar personality disorders are somewhat similar since both processes involve experiencing emotions at extreme ends in terms of intensity. Likewise, Marshall-Berenz, Morrison, Schumacher, and Coffey (2011) revealed that affective lability and negative affect intensity was related to borderline personality disorder symptom severity and post-traumatic-stress disorder symptom severity when analyzed concurrently.

1.5.4 Affect Intensity as a Potential Moderator of the *Leadership Style-Trust in Leader* and *Leadership Style-Leadership Effectiveness* Relationships

To my knowledge, there is a very limited number of studies examining the affect intensity in relation to leadership processes. To understand the possible relationship of affect intensity with leadership practices and/or processes, the relationship between leadership processes and other emotion-related constructs such as emotional

intelligence, emotion regulation, emotional labor, emotional expressiveness, emotional control, and certain personality traits are discussed in this section.

Emotions are considered as a part of individuals' reasoning process and they stimulate people to act and to move (Humphrey, 2012). According to George (2000), moods and emotions have an important function in leadership processes. Likewise, affect and emotions were considered to be critical components of inspirational leadership (i.e., authentic, charismatic, and transformational leadership) (Gooty et al., 2010). Leaders who want their employees to go into action need to display their emotions and use emotional labor while leading. Ability of using emotional labor skillfully may be one factor separating effective and ineffective leaders via improving leader-member relations, displaying transformational and charismatic leadership behaviors or being pragmatic and transactional leaders (Humphrey, 2012).

Emotion regulation, another emotion-related construct, was proposed to be relevant to transformational and transactional leadership styles by Humphrey (2012). Similarly, the positive association between transformational leadership and emotion regulation strategies of deep acting and genuine emotion (Arnold et al., 2015) shows us transformational leaders are more likely to express their genuine emotion. Deep acting and expressing genuine emotion aspects of emotional labor (Humphrey et al., 2008) appear to have conceptual similarities with affect intensity. Furthermore, it is proposed that affective tendencies of a person are associated with emotion regulation strategies employed. Specifically, it is found that trait positive affect intensity is positively ($r = .22, p < .01$) related to the use of cognitive-emotion regulation strategies (e.g., cognitive reappraisal and attentional deployment) and negatively ($r = -.24, p < .01$) associated with using emotion-avoidant regulation strategies (e.g., situation selection and suppression). However, using emotion-avoidant regulation strategies were related to trait negative affect frequency but not related to trait negative affect intensity (Torrence, 2016). Combining the findings of studies concerning emotion regulation above, the relationship between emotion regulation strategies and affect intensity makes me think that affect intensity may play a role in leadership processes.

Emotional intelligence is another construct that affects leadership processes. Several studies showed that emotional intelligence was positively related to transformational leadership (Harms & Crede, 2010; Schaefer, 2015; Vidic et al., 2017) and contingent reward dimension of transactional leadership; and negatively related to management-by-exception dimension of transactional leadership (Harms & Crede, 2010). Emotional intelligence of leader has also been examined in relation to leadership effectiveness in some other studies. George (2000) proposed that emotional intelligence had a unique contribution to effective leadership. Similarly, Dabke (2016) found that emotional intelligence was positively related to perceived leader effectiveness. In another study (Rosete & Ciarrochi, 2005), the role of emotional intelligence on leadership effectiveness was examined by assessing leadership effectiveness objectively (i.e., via objective performance measure and 360-degree assessment including subordinates' and direct supervisor's evaluations). Results showed that emotional intelligence was positively related to leader effectiveness. Besides, emotional intelligence of leader explained variance in leadership effectiveness which was not explained by personality or cognitive ability of the leader. Although Schaefer (2015) hypothesized that the relationship between leaders' emotional intelligence and engagement of transformational leader behaviors could be modified by affect intensity level, affect intensity did not moderate this relationship ($p = .09$). To conclude, since very few empirical studies investigated the influence of leaders' moods and affect disposition on leader outcomes (Gooty et al., 2010), studying the role of affect intensity in leadership effectiveness appears to have potential to contribute to this literature.

There is a debate about the most effective leaders are the ones who display their emotional and social skills (Groves, 2005). Similarly, one of the dimensions that influence perceived leadership effectiveness is emotion type displayed by the leader (i.e., positive vs. negative) in addition to leadership style (Connelly & Ruark, 2010). Leaders' skills in emotional expressivity and emotional control may result in effective leadership behaviors (Riggio & Reichard, 2008). Similarly, Groves (2005) reported that leaders who were emotionally expressive were perceived as having charismatic leadership characteristics. Likewise, Damen, van Knippenberg, and van Knippenberg

(2008) proposed that leaders' showing positive affect creates higher charismatic leadership ratings. That is to say, individuals with high affect intensity may be more likely to express their emotions that they actually feel, thus leaders with high affect intensity may be perceived as charismatic and effective based on Grove's (2005) and De Hoogh et al.'s (2005) study findings. Gooty et al.'s (2010) review findings were in the same direction: leaders' mood intensity influenced employee perceptions toward leader's charisma. Furthermore, since employees trust their charismatic leaders (Bass, 1990), there may be relationship between affect intensity and upward trust as well. In sum, based on the findings above, it can be stated that since constructs which are possibly related to or relevant to affect intensity have relationship with charismatic and effective leadership as well as trust in leader, affect intensity may be associated with trust in leader and leadership effectiveness as well.

Therefore, based on the arguments and findings above, I expect that affect intensity, which seems to be indirectly associated with leadership processes via other emotion-related variables, may moderate the relationship between leadership styles of transformational and transactional leadership and outcome variables of trust in leader and leadership effectiveness.

Based on the literature reviewed above I propose that;

Hypothesis 2a: Positive affect intensity moderates the relationship between transformational leadership and trust in leader positively. That is, positive affect intensity of the leader enhances the positive effect of transformational leadership behavior on subordinates' trust in their leader.

Hypothesis 2b: Positive affect intensity moderates the relationship between transactional leadership and trust in leader positively. That is, positive affect intensity of the leader enhances the positive effect of transactional leadership behavior on subordinates' trust in their leader.

Hypothesis 2c: Positive affect intensity moderates the relationship between transformational leadership and perceived leadership effectiveness positively. That is,

positive affect intensity of the leader enhances the positive effect of transformational leadership behavior on subordinates' perceptions of leadership effectiveness.

Hypothesis 2d: *Positive affect intensity moderates the relationship between transactional leadership and perceived leadership effectiveness positively. That is, positive affect intensity of the leader enhances the positive effect of transactional leadership behavior on subordinates' perceptions of leadership effectiveness.*

Leaders' showing pleasant affect may enhance positive emotions and optimism of subordinates, and this may also lead to reduction in subordinates' work effort and performance (Staw, DeCelles, & Goey, 2019). In a similar vein, leaders' displaying unpleasant affect may not necessarily decrease performance of followers or its effect on work outcomes may change depending on how intensely leaders show these affects. For instance, a recent study (Staw, DeCelles, & Goey, 2019) suggested a curvilinear relationship between leader's unpleasant affective displays and team performance. To clarify, the positive relationship between leaders' displays of unpleasantness and team performance turned into a negative one when unpleasant affective displays were high in intensity. In other words, when the leader's unpleasant affective displays were at moderate levels, team members' effort was high; but team effort was low when the leader displayed her/his unpleasant affect extremely low intensely or high intensely. In another study (Schwarzmüller, Brosi, & Welpe, 2018), it is suggested that leader's anger intensity positively influenced both followers' deviant reactions and work effort by way of sparking subordinates' anger and anxiety. In other words, leader's anger intensity enhanced subordinates' anxiety which in turn caused subordinates to exert more effort in their work. Another mechanism that explains the positive effect of leader's anger is explained by subordinate's feelings of guilt. That is to say, when leader's anger (but not intensity of anger) displays are thought to be justifiable and appropriate to the situation, followers put more effort into their work since they feel guilty. On the other hand, leaders' showing intense anger may lead to anger and deviance in reactions on part of subordinates.

Although leader's showing unpleasant affect and/or intensity of this affect may have varying positive effects on followers' work effort and performance according to

literature (Staw, DeCelles, & Goey, 2019; Schwarzmüller, Brosi, & Welp, 2018), the similar effects may not be observed on outcomes of the present study (i.e., trust in leader and leader effectiveness). That is, leaders' unpleasant affect intensity can be expected to have rather negative effects on the relatively softer outcomes of trust in leader and perceived leader effectiveness as compared to work effort and performance of followers.

Supporting my above assertion, leaders who displayed emotional stability were more likely to influence upward trust in China in which keeping calm and controlling emotions are fundamental values (Ping, Mujtaba, Whetten, & Wei, 2012). According to Gohm and Clore (2002), individuals with high negative intensity (i.e., emotional intensity) tend to display emotional instability. Hence, combining the findings of these two studies, leaders with high negative affect intensity may be less trusted by their followers due to the potential of their showing emotional instability.

Similarly, as mentioned before neuroticism had negative relationships with transformational leadership and 'contingent reward' dimension of transactional leadership (Bono & Judge, 2004), leadership effectiveness (Ng et al., 2008; Judge, Bono, Ilies, & Gerhardt, 2002) and cognition-based trust (Ping et al., 2012). In addition, intensity of negative emotions and neuroticism was positively related to each other (Bachorowski & Braaten, 1994; Gohm & Clore, 2002; Larsen & Diener, 1984; Schimmack & Diener, 1997). Combining these two findings, I expect that leaders' negative affect intensity would have a negative effect on followers' trust in leader and leadership effectiveness perceptions.

Based on the reviewed literature I hypothesize that¹;

Hypothesis 2e: *Negative affect intensity moderates the relationship between transformational leadership and trust in leader negatively. That is, negative affect*

¹ Based on the literature (Gohm & Clore, 2002; Grawitch et al., 2005; Larsen & Diener, 1987; Schimmack & Diener, 1997), I hypothesized that affect intensity construct would have two factors (i.e., positive affect intensity and negative affect intensity). Accordingly, I generated hypotheses for affect intensity assuming that the same two factors would emerge in the Turkish sample as well. The factor structure of the affect intensity measure was tested in a pilot study before its use in the main study.

intensity of the leader diminishes the positive effect of transformational leadership behavior on subordinates' trust in their leader.

Hypothesis 2f: *Negative affect intensity moderates the relationship between transactional leadership and trust in leader negatively. That is, negative affect intensity of the leader diminishes the positive effect of transactional leadership behavior on subordinates' trust in their leader.*

Hypothesis 2g: *Negative affect intensity moderates the relationship between transformational leadership and perceived leadership effectiveness negatively. That is, negative affect intensity of the leader diminishes the positive effect of transformational leadership behavior on subordinates' perceptions of leadership effectiveness.*

Hypothesis 2h: *Negative affect intensity moderates the relationship between transactional leadership and perceived leadership effectiveness negatively. That is, negative affect intensity of the leader diminishes the positive effect of transactional leadership behavior on subordinates' perceptions of leadership effectiveness.*

The proposed moderation model is presented in Figure 1.

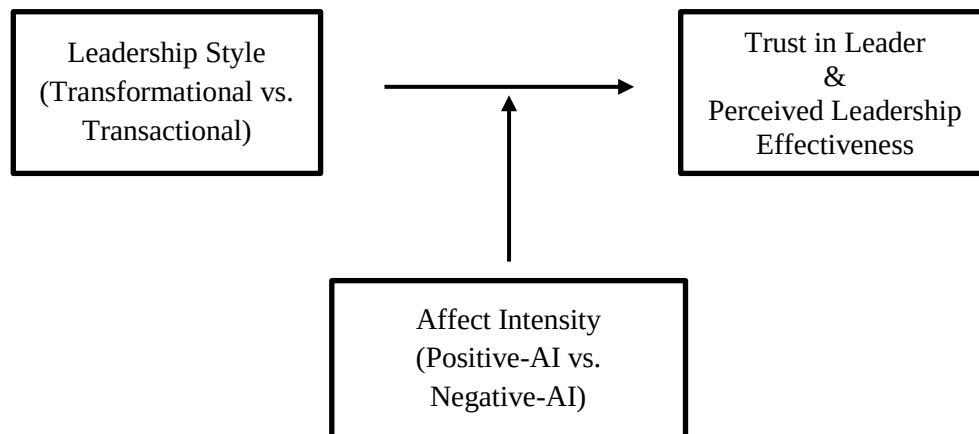


Figure 1. The expected relationships between leadership style, affect intensity, trust in leader, and perceived leadership effectiveness

Notes: Transformational and transactional leadership styles are predictors; positive-AI and negative-AI are presumed moderators; trust in leader and perceived leadership effectiveness are outcomes of the study. The effect of each predictor and each interaction term on each outcome will be tested separately as stated in hypotheses.

1.6 Exploratory Analyses

Although trust in leader, leader effectiveness and transformational and transactional leadership are widely studied in the Western literature, it is hard to say that the meanings of these constructs are universal. In other words, content of these constructs may change in different cultures since individuals in different cultures may attribute different meanings to the same construct. For instance, in Wasti, Erdaş, and Dural's (2013) comparative study of Turkey and Holland, hierarchical work relationships and centralized decision-making caused Dutch employees not to trust their organization while Turkish employees did not interpret the same behaviors/situations as reasons for distrusting in the organization. Likewise, while emotionally expressive leaders were perceived as charismatic (Groves, 2005) and charismatic leaders were trusted by their subordinates in North America (Bass, 1990), emotionally stable leaders were more likely to be trusted by their followers in China where keeping calm and controlling emotions are regarded as important values (Ping et al., 2012). In other words, a leadership behavior or an attitude that is welcomed in a culture could be perceived as quite irritative in another cultural context.

Another intercultural comparative study (Wasti, Tan, & Erdil, 2011) revealed that 'ability' was an important antecedent of trust in supervisor in China whereas it was not that salient for Turkish sample. Furthermore, even though Turkey and China are both collectivist and vertical (i.e., high-power distance) cultures, employees in these two cultures interpreted the same antecedent of trust in supervisor, namely 'benevolence' differently. Benevolence was more associated with intimacy or interpersonal relationship expressions such as 'being understanding about work-related issues,' 'being unselfish,' or 'cooperation' among Turkish employees while Chinese employees evaluated benevolence as indicative of support and cooperation for professional issues. That is, some cultures may be more task-oriented or more relationship-oriented at work experiences and this cultural difference may lead to variant interpretations about trust in leader. For instance, for some cultures trust in

supervisor may imply keeping secrets of subordinates while it may mean distributive justice of rewards for another culture.

Based on these findings, it can be expected that national cultural features may play a role in subordinates' perceptions toward trust in leader and leader effectiveness. Specifically, it is believed that cultural orientation of subordinate may influence subordinates' interpretations of leadership outcomes of trust in leader and leadership effectiveness.

Likewise, Albaş and Ergeneli (2011) stated that culture influences several organizational behavior variables directly or by interacting with other variables. Culture is defined as “the collective programming of the mind that distinguishes the members one category of people from those of another” by Hofstede (1980, p.25), one of the most prominent researchers of culture. Hofstede originally described four dimensions of culture which were power distance, individualism/collectivism, masculinity/femininity, and uncertainty avoidance, and then fifth dimension of ‘long term versus short term orientation’ was added in 2001 (Hofstede, 2001). Based on the findings above concerning the effect of culture on interpretations of leadership outcomes, cultural orientation dimensions of “individualism/collectivism” and “power distance” which are thought to be more relevant to the present study outcomes are decided to be examined in exploratory analyses of present study.

Individualism/collectivism is associated with whether the individuals regard individual needs more or group needs more in circumstances that they are involved in. The structure of relationship between an individual and her/his organization is robustly influenced by society's individualism/collectivism norms (Ergeneli, Gohar, & Temirbekova, 2007). For instance, an organization which is described as more individualistic may tend to give work-related feedback or rewards that are individually based whereas responsibility of results may be charged to the whole team in a more collectivist organization in which feedback and rewards are likely to be given on team-based.

Power distance refers the extent to which power inequality among individuals and organizations are accepted by society. Decision-making processes, hierarchy, organizational rules, and leadership style are influenced by the cultural orientation about power distance (Hofstede, 2001). For instance, in a high-power distance organization, decision-making process may take a long time due to several hierarchical levels while it may take a short time in a low-power distance organization because of delegative decision making processes. In sum, cultural orientation of subordinate may influence subordinate perceptions of trust in leader and leadership effectiveness.

In addition to leaders' displayed emotion, the match between leaders' and subordinates' emotions is proposed to be having a role in organizational processes. Specifically, the effect of leader emotional displays on subordinates' task performance and compliance to extra-role was stronger when leader's emotional displays and subordinate's positive affect was highly congruent (Damen, van Knippenberg, & van Knippenberg, 2008). Furthermore, Serin and Balkan (2014) found a positive relationship between subordinates' positive emotional expressions and trust in management ($r = .16$; $p < .05$). Combining these two different lines of research, I believe subordinate's own affect intensity may also influence her/her perceptions of trust in leader and leadership effectiveness.

Hence, in the present study in addition to testing the hypotheses of the study, the role of subordinate's cultural orientation (i.e., individualism/collectivism and power distance) and affect intensity on trust in leader and perceived leadership effectiveness were examined through the following research questions;

R.Q. 1: *Would subordinates' trust in leader and perceptions of leadership effectiveness change depending on their cultural orientation (i.e., individualism/collectivism and power distance)?*

R.Q. 2: *Would subordinates' own affect intensity influence their perceptions of trust in leader and leadership effectiveness?*

CHAPTER 2

METHOD

2.1 Overview

This chapter consists of two sections. The first section includes the method information on the preliminary studies which were conducted for translation of the Affect Intensity Measure (AIM) into Turkish and evaluating its psychometric properties. In the second section, method of the main study conducted for hypothesis testing is presented.

2.2 Preliminary Studies

2.2.1 Preliminary Study 1: Translation of the AIM into Turkish

The 40-item AIM² developed by Larsen (1984) was used to assess how intensely individuals experience their emotions. Before the main study, this measure was translated into Turkish as part of the preliminary study 1.

In the first step of the translation, two researchers in psychology field translated the AIM separately. A bilingual researcher in the field of psychology evaluated the two alternative translations and selected the translation that best represents the conceptual essence of the item. If the bilingual researcher decided neither of the two translations were adequate or accurate, she was expected to produce her own translation for the related item. After all, another researcher from psychology field checked the translated

² The original AIM is published in English in Larsen, Diener, and Emmons's (1986) study. The original AIM items were obtained from Larsen, Diener, and Emmons's study (1986) for translation purposes.

versions of all items again as a final check for translation. After all these steps, the translation of the AIM into Turkish was completed.

2.2.2 Preliminary Study 2: Factor Analysis and Reliability Analysis of the Newly Translated AIM

The preliminary study 2 was conducted to inquire the factor structure of the newly translated AIM as well as to analyze the internal reliability of that measure before it is used in the main study.

2.2.2.1 Participants

Preliminary study participants were 288 undergraduate students (181 women and 107 men) in Middle East Technical University (METU) in Ankara. Participants were from five separate fundamental disciplines: 69 from basic sciences, 50 from social sciences, 17 from administrative sciences, 58 from educational sciences, and 94 from engineering-architectural sciences. Participants' year at university changed from freshman to senior year. Participants' average age was 22.1 years ($SD = 2.32$).

2.2.2.2 Procedure

Before the data collection process, the study was approved by the Human Subject Ethics Committee of Middle East Technical University. The translated affect intensity measure consisting of 40-item was administered to the participants manually. Participants were asked to state how often they feel/experience the situation or feeling given in the statements on a 6-point frequency scale ranging between 1 (Never) and 6 (Always). Participants were told that their answers will be anonymous and confidential. After completion of responding process, participants were thanked and debriefed.

After data collection process was completed, an exploratory factor analysis was conducted to see the factor structure of the newly translated AIM as well as reliability analysis was conducted to test the internal consistency reliability of that measure. Three items which did not load on any factor in the preliminary study factor analysis were excluded from the later analyses. That is, the AIM was put into its final 37-item

form after preliminary studies conducted and this version of the measure was administered to the main study participants. The results of the preliminary study factor analysis and reliability analysis are described in detail in the Results Chapter.

2.3 Main Study

The main study aims to test the study hypotheses concerning the relationships between leadership styles of transformational and transactional leadership and outcomes of trust in leader and perceived leadership effectiveness as well as the moderating role of affect intensity of the leader in these relationships. Main study participants, procedure, and measures used for assessing constructs are described in this section.

2.3.1 Participants

The sample of the study consists of full-time employees and their immediate supervisors/managers working in private (15) and public sector (five) organizations in Turkey. Questionnaire forms were administered to 649 subordinates and their 112 supervisors. However, during data screening and cleaning process, 155 cases from subordinate sample and 14 cases from supervisor sample were excluded from the analyses because of several reasons. After excluding these improper cases, the final number of participants were 494 for subordinate sample and 98 for supervisor sample.

Majority of the subordinate participants were working in private sector organizations (62.9%) as white-collar employees (82.2%). Participants were working in several industries such as education (2.3%), finance (4.5%), food (10.3%), manufacturing (27.6%), health (21.6%), service (25.4%), and justice (8.2%). The jobs of the subordinates were categorized into five job levels from lower to upper as follows: blue-collar employees, entry-level office employees, technicians, clerks, and professionals. Of the subordinates, 202 were women (41.1%) and 289 were men (58.9%). The age of the subordinates ranged from 18 to 63 years ($M = 31.39$, $SD = 8.05$). The average tenure of the subordinates ranged between one month to 34 years ($M = 7.5$, $SD = 7.17$).

One-hundred-ten of the subordinates (22.7%) stated that they were a supervisor at the same time.

Eighty-seven of the 649 subordinate participants did not approve data collection from their immediate supervisors, so they were not included in the data set and analyses. That is, all of the 494 subordinate participants whom were included in the data set and analyses approved collecting data from their supervisors by giving their supervisors' name and surname. Ninety-eight supervisors were reached for data collection. Supervisors were categorized into three managerial levels from lower to upper as follows: junior manager, senior manager, and top-level manager/executive. Of the supervisors, 24 of them were women (24.5%) and 74 of them were men (75.5%). The age of the supervisors ranged from 21 to 60 years ($M = 41.64$, $SD = 8.32$). Duration of working as a supervisor/manager ranged between five months and 24 years ($M = 9.84$, $SD = 5.67$). More detailed information about demographic characteristics of the subordinate and supervisor samples can be seen in Table 4 in the Results Chapter.

2.3.2 Measures

2.3.2.1 Affect Intensity Measure (AIM)

In order to assess intensity with which participants experience their emotions (i.e., their affect intensity), the Affect Intensity Measure, which was originally developed by Larsen (1984), consisting of 40-item was used. The measure was translated into Turkish by the researcher and her thesis advisor following the steps described in the preliminary study 1 section. Participants were asked to indicate the frequency with which they experience the situation/feeling presented in the statements on a 6-point Likert-type scale, ranging from 1 (Never) to 6 (Always). Sample items from the AIM are as follows “When I solve a small personal problem, I feel euphoric” and “Seeing a picture of some violent car accident in a newspaper makes me feel sick to my stomach.” The higher scores in these items correspond to higher levels of affect intensity. However, some items such as “I can remain calm even on the most trying days” were reverse-coded. Reversed-coded items are represented in the AIM with a symbol of (-) in front of the related item.

The original test-retest reliabilities of the AIM were .80, .81, and .81 at 1-, 2-, and 3-month time intervals, respectively (Larsen, 1984). Furthermore, the coefficient alpha

values for the 40-item set as one major dimension ranged between .90 and .94 across four separate samples (Larsen, 1984). In the present study, affect intensity consisted of two factors which were '[affect] intensity' and '[affect] composure' details of which are described in the Results Chapter. The internal consistency reliabilities were found to be .91 and .75 for 'intensity' and 'composure' factors, respectively; and .89 for global affect intensity (as one major dimension).

2.3.2.2 Transformational Leadership Scale (TLS)

The Transformational Leadership Scale was used to assess participants' (supervisors) transformational and transactional leadership styles. The TLS was developed in Turkish by Dönmez and Toker (2017). Although the name of the scale is 'Transformational Leadership Scale,' it contains items which assess both transformational and transactional leadership styles. The scale consists of 32 items: 26 items for transformational leadership dimension and six items for transactional leadership dimension. In an attempt to consider national cultural characteristics in developing the scale, paternalistic-considerate behaviors were also included in the transformational leadership dimension which was highlighted by the participants during the interviews in scale development process (Dönmez & Toker, 2017).

The TLS showed construct validation with the Multifactor Leadership Questionnaire (the MLQ, Bass & Avolio, 2004), which is a widely utilized measure to assess leadership style in literature, on a study sample of 165 employees and their 38 superiors. Furthermore, the TLS showed concurrent criterion-related associations (Dönmez and Toker, 2017). The original internal consistency reliabilities of the TLS were reported to be .96 for transformational leadership dimension and .66 for transactional leadership dimension (Dönmez & Toker, 2017). The internal consistency reliabilities found in the present study were as same as the reliabilities found in the original scale (i.e., .96 for transformational leadership; .66 for transactional leadership).

Participants were asked the extent to which they agree with the given statements on a 5-point Likert-type scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Sample items from the TLS are as follows: “My leader not only appreciates my ideas, but also encourages me to put them into practice” for transformational leadership dimension; “My leader makes me feel our relationship is like a trade; I can only take as much as I give” for transactional leadership dimension. Higher scores in transformational leadership items represent leader’s engaging in transformational leadership style more while higher scores in transactional leadership items correspond to leader’s adopting transactional leadership style more. Leadership style was assessed by both subordinates and the leader herself/himself in the present study. Since the items in the TLS were generated toward subordinates to assess their leaders, items were adapted for when collecting data from leaders toward their own leadership styles.

2.3.2.3 Leadership Effectiveness Scale (LES)

To assess perceived leadership effectiveness, the leadership effectiveness scale (LES) was used. The scale was developed in Turkish by the researcher and her thesis advisor based on the topics in the ‘Leadership Effectiveness Analysis’ presented by Management Research Group (Williams, 2013). The items were generated toward both task-oriented and relationship-oriented leadership behaviors. The scale consists of eight items which were rated on a 5-point Likert-type scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The internal consistency reliability of the scale was found to be .95 in the present study. “My leader motivates her/his subordinates” and “I rely on my leader’s professional knowledge” are sample items from the LES. Higher scores in the LES correspond to higher leader effectiveness. Leadership effectiveness was assessed by both subordinates and the leader herself/himself. Since the items in the LES were created toward subordinates to assess their leaders, items were adapted for self-ratings when collecting data from leaders toward their own leadership styles.

2.3.2.4 Behavioral Trust Inventory (BTI)

The Behavioral Trust Inventory (BTI) which was developed by Gillespie (2003) was used to measure subordinates’ trust in their leader. The scale was adapted to Turkish by Erdil (2011). The BTI consisted of 12 items which are rated on a 5-point Likert-type scale, ranging from 1 (completely disagree) to 5 (completely agree). “I share my

personal feelings with my leader” and “I rely on my leader’s work-related judgments” are example items from the BTI. Higher scores indicate subordinates’ higher trust in their leader.

Originally, two dimensions of trust is measured in the BTI: reliance (“willingness to rely on another’s work-related skills, abilities and knowledge) and disclosure (“willingness to disclose sensitive work or personal information to another”) (Lee, Gillespie, Mann, & Wearing, 2010, p. 480). The original Cronbach’s alpha reliabilities were found as .92 and .91 for reliance and disclosure dimensions of the BTI, respectively. Although factor analysis suggested a two-factor solution for the BTI in the current study, a decision was made to treat the scale as representing a single construct based on the discussions presented in the Results Chapter in detail. The Cronbach’s alpha value for the single “trust in leader” factor was .90 in the present study.

2.3.2.5 Culture Scale

To assess participants’ cultural orientation, the Culture Scale which was developed by Dorfman and Howell (1988) was used. The authors developed the scale, consisting of 38 items, based on Hofstede’s (1980) cultural dimensions of masculinity/femininity, individualism/collectivism, uncertainty avoidance, power distance, and an additional cultural dimension of paternalism. In the present study, two cultural dimensions of ‘individualism/collectivism’ and ‘power distance’ were used in assessing participants’ cultural orientation. The scale was translated into Turkish by the work of Albaş and Ergeneli (2011). The original internal consistency reliabilities were found as .63 both in Mexican and Chinese samples for individualism/collectivism dimension; .51 in Mexican sample and .63 in Chinese sample for power distance dimension in Dorfman and Howell’s (1988) intercultural study. The internal consistency reliabilities in the Turkish version of the scale was found to be .78 for individualism/collectivism and .75 for power distance (Albaş & Ergeneli, 2011). In the present study, the Cronbach’s alpha values were found as .80 and .85 for individualism/collectivism and power distance, respectively.

The Culture Scale consists of 12 items in the present study: individualism/collectivism and power distance had six items each. All items were rated on a 5-point Likert-type scale, ranging from 1 (completely disagree) to 5 (completely agree). “Employees should only pursue their goals after considering the welfare of the group” is a sample item for individualism/collectivism dimension while “Managers should make most decisions without consulting subordinates” is an example item for power distance dimension. Higher scores in individualism/collectivism dimension means participants’ higher support for collectivism whereas higher scores in power distance represent participants’ tendency to endorse and accept power differentials in the society.

2.3.2.6 Demographic Information Forms

Demographic information forms were administered to both subordinates and their supervisors. Questions about gender, age, education level, job/and (if any) position, total tenure, organization type, sector, total number of subordinates were included in both subordinate and supervisor forms. In addition to the common questions, subordinates were also asked about the duration they had been working with their current supervisor and whether they had their own subordinates to distinguish those subordinates who were in the managerial positions. Supervisors were asked about the tenure in the current position, total tenure working as a manager, and the number of subordinates whom they manage.

2.3.3 Procedure

First, the approval from the Human Subject Ethics Committee of Middle East Technical University was obtained. Then, organizations’ top managements’ permissions were obtained by giving information about the study and its procedure before data collection in every single work place. Departments and work units which were included in the study were decided with the suggestions of top management and/or human resources department.

Since the data were collected from matched samples, subordinate participants were reached first during the data collection process. Before data collection, subordinate participants were individually informed about the study, procedure, and the length of

the questionnaire administration. Furthermore, they were especially informed about the matched nature of the data to be collected and confidentiality and anonymity of their individual responses. Before administering the questionnaires, informed consent of the participants was obtained. Then, subordinates were asked to fill out the questionnaire package including the Affect Intensity Measure (for themselves), the Transformational Leadership Scale (toward their leader), the Leadership Effectiveness Scale (toward their leader), the Behavioral Trust Inventory (toward their leader), the Culture Scale (for themselves), and demographic information form (for themselves).

To match subordinate-supervisor data, subordinate participants were asked to write down their immediate supervisor's name and surname if they gave their consent for data collection from their immediate supervisors. To assure responses' anonymity, matching data of subordinate and supervisor samples were carried out with assigned codes written on the questionnaire packages. After subordinates' surveys were collected, each subordinate was assigned a code with a number and the letter 'S' such as '001-S, 007-S, 178-S, 362-S...' which denoted the status of the participant as a subordinate.

Supervisors who were reached to collect data were identified based on the information provided by their subordinates. These determined supervisors were given informed consent forms first and individually informed about the study. Then, supervisors were asked to fill out the questionnaire package including the Affect Intensity Measure (for themselves), the Transformational Leadership Scale (toward themselves), the Leadership Effectiveness Scale (toward themselves), and demographic information form (for themselves). After supervisors' questionnaire packages were collected, each supervisor was assigned a code with a number and the letter 'L' such as '001-L, 008-L, 027-L, 068-L' which denoted the status of the participant as a Leader/Manager.

All questionnaire packages were manually distributed in a paper-pencil format to participants and collected by the researcher herself in all organizations. At the end of the study, participants were thanked for their participation and debriefed.

CHAPTER 3

RESULTS

3.1 Overview

Results of the present study are presented under seven sections: 1) overview 2) preliminary study results: Factor analysis; 3) main study data screening and cleaning; 4) main study factor analyses; 5) descriptive statistics, reliabilities, and bivariate correlations; 6) hypothesis testing; 7) exploratory analyses. Overview is presented in the first section. In the second section, results of the preliminary study, in which the psychometric properties of the newly translated Affect Intensity Measure (AIM) were examined, are presented. Mainly this section includes results of exploratory factor analysis, parallel analysis, and reliability analysis. The third section includes missing value analysis and examination of univariate and multivariate outliers on the main study data as well as analyses conducted to test for normality, linearity, homoscedasticity, and absence of multicollinearity assumptions. In the fourth section, using main study data, results of exploratory factor analyses on the AIM, the Leadership Effectiveness Scale, and the Behavioral Trust Inventory; and confirmatory factor analyses on the AIM are presented. The fifth section includes, bivariate correlations, means and standard deviations, and the Cronbach's alpha reliabilities for the main study variables. The sixth section presents findings of hypothesis testing and the seventh section includes results of exploratory analyses.

3.2 Preliminary Study Results: Factor Analysis

Prior to main study, a pilot study was conducted to examine the psychometric properties of the newly translated AIM on a sample of 288 undergraduate students from different departments in a large state university in Ankara.

Initially, surveys were administered to 350 participants and 62 of the returning surveys were not included in the analyses because of different reasons: 38 of the surveys were half-filled, 15 of them were fully empty, and nine of them suggested that they were carelessly filled (i.e., responses to the items were all the same) for all measures. In addition, one participant was identified as a univariate outlier in the AIM according to the $< -3.00 - > +3.00$ criterion based on the standardized scores ($z = -3.14$) and boxplot method on the side of the lowest value (the value was 2.20 on 6-point scale). As a result, after deletion of one case, final dataset of pilot study consisted of 287 undergraduate students. Exploratory factor analysis and parallel analysis for the AIM were proceeded with the remaining 287 participants.

First, an exploratory factor analysis (EFA) was conducted to see the factor structure of the AIM. According to eigenvalue > 1 criterion, there were nine factors while scree plot suggested existence of four factors. Since there was not consistency between the results of the two methods, parallel analysis was conducted. For parallel analysis, the syntax produced by O'Connor (2000) using raw data was utilized. According to parallel analysis results, even though nine raw-data produced eigenvalues were greater than random-data produced eigenvalues, four of them were greater than one. Since parallel analysis makes the same estimations based on principal axis factoring, I decided to adapt the four-factor solution. Based on the results of parallel analysis and scree plot, another exploratory factor analysis was conducted by forcing the number of factors to four. Principal axis factoring was chosen as the extraction method and varimax rotation was chosen as the rotation method.

First, the factorability of the 40 items in the AIM was controlled with KMO and Bartlett's test. Bartlett's test of sphericity was significant which indicated the sample was factorable ($\chi^2(780) = 4928.51, p < .001$); KMO value was also adequate ($KMO =$

.88, $p < .001$). Since three items did not load on any factor, they were excluded from the analysis. The excluded items were: Item 1 ('When I accomplish something difficult I feel delighted or elated.'), Item 3 ('I enjoy being with other people very much.'), and Item 34 ('My friends would probably say I'm a tense of 'high-strung' person.').

After excluding three items, the first factor was labeled "*vigor*," second factor "*serenity*," third factor "*restlessness*," and fourth factor "*sentimentality*." Four factors together explained 38.67% of the variance: with vigor explaining 22.74%, serenity 7.85%, restlessness 5.51%, and sentimentality 2.56%. Vigor contained 15 items with loadings ranging between .76 and .41; serenity contained seven items with loadings ranging from .85 to .47; restlessness included eight items with loadings ranging between .59 and .40; and sentimentality included seven items with loadings ranging from .68 to .34.

After the finalization of the four-factor structure of the affect intensity construct, internal consistency estimates for each factor were computed. The Cronbach's alpha values for the four affect intensity factors were as follow: Vigor ($\alpha = .91$), Serenity ($\alpha = .82$), Restlessness ($\alpha = .76$), Sentimentality ($\alpha = .77$).

3.3 Main Study Data Screening and Cleaning

Prior to analyses, data screening and cleaning, missing value analysis, checking for outliers and multivariate analysis assumptions were conducted using SPSS in accordance with the procedures proposed by Tabachnick and Fidell (2013).

Prior to data entry, each survey was manually checked for its appropriateness to be included in the dataset. Initially, a total of 649 surveys were administered to subordinate participants and 112 surveys were administered to supervisor participants. However, 155 subordinate participants' surveys were not included in the dataset because of several reasons: 17 surveys were completely empty; 13 surveys were half or less than half completed; 38 surveys were filled carelessly (i.e., all items were rated the same way) for all measures. Furthermore, 87 subordinates' surveys were not included because they did not write the name of their leader/manager to match with their data. In a similar vein, 14 supervisor participants' surveys were not included in

the dataset due to two reasons: five surveys were completely empty, and nine surveys were half or less than half completed. As a result, after excluding these improper cases, final number of participants/surveys included in the analyses was 494 for subordinate sample, and 98 for supervisor sample.

Data for affect intensity, leadership style, culture, trust in leader, and leadership effectiveness variables in both subordinate and supervisor samples were examined in terms of accuracy of data entry, out of range values, and missing values. There were no out of range values among these variables. First, missing value analysis was conducted. Total missing value ratio was 1.7%. For missing values, Little's MCAR (Missing Completely at Random) test was performed. MCAR test was statistically significant which means that missing data was not completely at random. Then, missing cases situation was also examined with Separate Variance T-Tests. The results of t-test showed that missing data was at random (MAR) which is accepted as ignorable nonresponse according to Tabachnick and Fidell (2013). The authors (2013) recommend utilizing mean substitution technique for missing values provided that the missing value proportion was very small. Since the missing value rate was quite small and the sample size was large in the present study, mean replacement technique (replacement by the mean value of the related item) was used to deal with missing values instead of deleting cases with missing values. After missing replacement, data were examined for univariate and multivariate outliers. For detecting univariate outliers, computed variables were standardized (z-scores) first. Four univariate outliers were detected according to $< -3.29 - > +3.29$ criterion: one case in the 'Affect Intensity-Composure' variable ($z = -3.42$), one in the 'Individualism/Collectivism' variable ($z = -4.35$), and two in the 'Trust in Leader' variable ($z = -3.54$; $z = -3.54$). Then, multivariate outliers were examined. According to the criterion of $p < .001$ for Mahalanobis Distance and cut off $\chi^2(8) = 25.6$, nine cases were determined as multivariate outliers in the subordinate sample. One case which was appeared as both univariate ($z = -4.35$) and multivariate outlier ($\chi^2(8) = 25.61$, $p < .001$) and the other eight cases which were appeared as only multivariate outliers ($\chi^2(8) = 25.61$, $p < .001$) in subordinates' sample were decided to be excluded from the analyses. After deletion

of nine cases, analyses were proceeded with the remaining 485 cases. There were no univariate or multivariate outliers in the supervisor sample based on the same criteria.

Multivariate analysis assumptions such as normality, linearity, and homoscedasticity were checked by using histograms, Q-Q plots, P-P plots and Scatter Plots. According to results, normality, linearity, and homoscedasticity assumptions were met. Also, since the correlations between independent variables were not greater than .70, absence of multicollinearity assumption was met.

3.4 Main Study Factor Analyses

After data screening and cleaning processes were completed, composite variables for each well-established scale were generated. For the Transformational Leadership Scale (TLS), ‘transformational leadership’ and ‘transactional leadership’ factors were generated. For the Culture Scale, ‘individualism/collectivism (INDCOL)’ and ‘power distance’ factors were generated.

Before creating the composite scores for the affect intensity, leadership effectiveness and trust in leader variables, exploratory factor analyses on the relevant scales (i.e., the AIM, the Leadership Effectiveness Scale, and Behavioral Trust Inventory-BTI) were conducted by using main study data to see the factor structure of the newly translated AIM in addition to exploratory factor analysis conducted in the preliminary study. Furthermore, for the newly developed Leadership Effectiveness Scale; an exploratory factor analysis was conducted by using main study data to see the factor structure of it. An exploratory factor analysis was also conducted for the BTI to see whether the single factor structure of the BTI would be supported in the current study. For all exploratory factor analyses presented in this section, principal axis factoring was chosen as the extraction method and varimax rotation was chosen as the rotation method.

First, an exploratory factor analysis for the AIM was conducted. According to eigenvalue > 1 criterion, there were nine factors whereas scree plot suggested existence of four factors. Since there was not consistency between the results of the two methods, parallel analysis was conducted. For parallel analysis, the syntax produced by

O'Connor (2000) using raw data was used. Parallel analysis results showed that five raw-data generated eigenvalues were greater than random-data generated eigenvalues. Based on the results of parallel analysis and scree plot, another exploratory factor analysis was conducted by forcing the number of factors to five, to four, and to three. Neither the five-factor structure nor the four-factor structure formed a meaningful pattern in terms of items loaded on the factors. In the three-factor solution, the first factor seemed to be "*vigor*," second factor to be "*sentimentality*," and third factor to be "*composure*." Since the correlation between vigor and sentimentality factors was high ($r = .69$), these two factors were thought to be representing the same construct. Thus, combining them in a single construct under the 'intensity' factor was thought to be reasonable. Based on these findings, I decided to adapt the two-factor solution by forcing the number of factors to two.

First, the factorability of the 37 items in the AIM was controlled with KMO and Bartlett's test. Bartlett's test of sphericity was significant which indicated the sample was factorable ($\chi^2(666) = 6181.35, p < .001$); KMO value was also adequate ($KMO = .89, p < .001$). One item (Item 2: 'I feel pretty bad when I tell a lie') which did not load on any factor was excluded from the analysis.

After excluding one item, the first factor was labeled "*intensity*," and second factor "*composure*." The '*intensity*' factor infers experiencing both positive and negative emotions intensely while '*composure*' factor infers calmness and self-control toward positive and negative emotion provoking situations. From now on, I will use "[affect] intensity" to refer intensity dimension; and "[affect] composure" to refer composure dimension of affect intensity. Two factors together explained 28% of the variance: with [affect] intensity explaining 21.51%, and [affect] composure 6.44%. [Affect] intensity included 25 items with loadings ranging from .70 to .36; [affect] composure contained 11 items with loadings ranging between .61 and .37. Table 1 represents these items and their factor loadings. The Cronbach's alpha values were .91 and .75 for [affect] intensity and [affect] composure factors, respectively.

In short, the four-factor structure of affect intensity which was suggested in the preliminary study was not supported in the main study. Furthermore, although the

analyses on the main study data suggested two affect intensity factors (i.e., [affect] intensity and [affect] composure), these two affect intensity factors were different from what have been reported in the literature.

Table 1

Factor Loadings for Exploratory Factor Analysis with Varimax Rotation of Affect Intensity Measure

	Items	F1	F2
	When I'm happy I feel like I'm bursting with joy.	.700	
	When I'm happy I bubble over with energy.	.681	
	When things are going good I feel 'on top of the world.'	.653	
	When something good happens, I am usually much more jubilant than others.	.650	
	My heart races at the anticipation of some exciting event.	.640	
	When I receive a reward, I become overjoyed.	.635	
	When I am excited over something I want to share my feelings with everyone.	.600	
	When someone compliments me, I get so happy I could 'burst'.	.580	
	If I complete a task I thought was impossible, I am ecstatic.	.578	
	When I'm happy I feel very energetic.	.559	
49	When I am nervous I get shaky all over.	.555	
	My happy moods are so strong that I feel like I'm in heaven.	.546	
	When I'm feeling well it's easy for me to go from being in a good mood to being really joyful.	.541	
	I get overly enthusiastic.	.539	
	When I solve a small personal problem, I feel euphoric.	.527	
	My emotions tend to be more intense than those of most people.	.501	
	My friends might say I'm emotional.	.498	
	When I do feel anxiety, it is normally very strong.	.466	
	When I feel happy it is a strong type of exuberance.	.465	
	When I talk in front of a group for the first time my voice gets shaky and my heart races.	.423	
	Sad movies deeply touch me.	.423	
	Seeing a picture of some violent car accident in a newspaper makes me feel sick to my stomach.	.415	
	The sight of someone who is hurt badly affects me strongly.	.382	
	When I do something wrong I have strong feelings of shame and guilt.	.367	
	When I feel guilty, this emotion is quite strong.	.360	

Table 1 (Continued)

	Items	F1	F2
	When I feel happiness, it is a quiet type of contentment.		.606
	I can remain calm even on the most trying days.		.555
	I would characterize my happy moods as closer to contentment than joy.		.529
	When I succeed at something, my reaction is calm contentment.		.524
	When I get angry it's easy for me to still be rational and not overreact.		.493
	When I am happy the feeling is more like contentment and inner calm than one of exhilaration and excitement.	.344	.440
	"Calm and cool" could easily describe me.		.431
	The memories I like the most are of those of times when I felt content and peaceful rather than zestful and enthusiastic.		.405
	My negative moods are mild in intensity.		.384
	When I know I have done something very well, I feel relaxed and content rather than excited and elated.	.303	.373
	When I'm happy it's a feeling of being untroubled and content rather than being zestful and aroused.		.366
	I feel pretty bad when I tell a lie.*		
	Cronbach's Alpha Reliabilities of Each Factor	$\alpha = .91$	$\alpha = .75$

Notes. F1 = [Affect] Intensity, F2 = [Affect] Composure.

* The item which was excluded from the analysis since it did not load on any of the two AIM factors.

A series of confirmatory factor analyses (CFA) were conducted with EQS 6.1. in order to confirm the factor structure of affect intensity construct since different factor structures were found in the preliminary study and main study exploratory factor analyses for affect intensity. Four confirmatory factor analyses were conducted on the main study-AIM (i.e., the AIM with 36 items) data to test four different affect intensity models: 1) one-factor null model (i.e., including all AIM items) 2) original two-factor model (i.e., positive intensity and negative intensity)³, 3) identified two-factor model (i.e., [affect] intensity and [affect] composure), 4) four-factor model (i.e., vigor, serenity, restlessness, and sentimentality). The results of these analyses are presented in Table 2. As seen in Table 2, the fit indices of the four-factor and the identified two factor models were equally acceptable. Considering the rule of parsimony as well as the interpretability of the identified two factor solution, a decision was made to adapt the identified two factor model in the main analyses.

Table 2

Fit Indices of Confirmatory Factor Analyses for Four Different Affect Intensity Models

Affect Intensity Models	χ^2/df	CFI	GFI	AGFI	SRMR	RMSEA	90% CI
One-factor null model	4.65	.60	.70	.67	.13	.09	(.08, .09)
The original two-factor model	10.03	.38	.78	.71	.35	.14	(.13, .15)
The identified two-factor model	3.90	.69	.76	.73	.12	.08	(.07, .08)
Four-factor model	3.81	.70	.77	.74	.17	.08	(.07, .08)

Notes. CFI = Comparative Fit Index; GFI = Goodness of Fit Index; AGFI = Adjusted Goodness of Fit Index; SRMR = Standardized Root Mean Square Residual; RMSEA = Root Mean Square Error of Approximation; CI = Confidence Interval.

³ The item numbers belong to positive intensity and negative intensity factors of the AIM, which were included in CFA, were taken from Rubin, Hoyle, and Leary's (2012) study.

An exploratory factor analysis was also conducted on the items of the Leadership Effectiveness Scale. According to eigenvalue > 1 criterion and scree plot, there was one single factor. The factorability of the eight items in the Leadership Effectiveness Scale was controlled with KMO and Bartlett's test. Bartlett's test of sphericity was significant which indicated the sample was factorable ($\chi^2 (28) = 3618.17, p < .001$); KMO value was also adequate ($KMO = .92, p < .001$). This single factor, *leadership effectiveness*, explained 73.36% of the variance alone and contained eight items with loadings ranging from .87 to .83. After the finalization of the single-factor structure of the leadership effectiveness construct, internal consistency estimate for that factor was computed. The Cronbach's alpha value for the single 'leadership effectiveness' factor was .95.

The Behavioral Trust Inventory (BTI) was examined through exploratory factor analysis as well. According to eigenvalue > 1 criterion and scree plot, there were two factors which were corresponding to Reliance and Disclosure subscales. Although factor analysis suggested a two-factor solution, five of the 12 items of the BTI loaded on both reliance and disclosure factors at the same time making the two-factor solution difficult to interpret. Furthermore, relatively high correlation between the two factors ($r = .68$) suggested existence of a single factor. Hence a decision was made to treat the scale as representing a single construct. The single factor of the Behavioral Trust Inventory which was named as 'trust in leader' was generated by averaging all items of the scale.

The factorability of the 12 items in the BTI was controlled with KMO and Bartlett's test. Bartlett's test of sphericity was significant which indicated the sample was factorable ($\chi^2 (66) = 2923.07, p < .001$); KMO value was also adequate ($KMO = .90, p < .001$). There was not any item that did not load on the single factor which was labeled "*trust in leader*," which explained 44.18% of the variance alone with item loadings ranging between .77 and .54. The Cronbach's alpha value for the single "trust in leader" factor was .90.

3.5 Main Study Descriptive Statistics, Reliabilities, and Bivariate Correlations

Descriptive statistics are presented in Table 3 and Table 4 whereas bivariate correlations and internal consistency reliability estimates of the variables of interest are presented in Table 5.

As can be seen in Table 5, the Cronbach's alpha values, except for transactional leadership variable, were in general satisfactory. Transactional leadership had an alpha value of .66, the same alpha value reported by Dönmez and Toker (2017), who developed the scale. As indicated above, the internal consistency reliabilities of the newly translated AIM were satisfactory: .89 for global affect intensity scale, .91 for [affect] intensity subscale, and .75 for [affect] composure subscale.

As illustrated in Table 5, correlations which are relevant with the aim of the study are presented below. Both transformational and transactional leadership reported by the subordinate were positively correlated with trust in leader ($r = .75, p < .01$; $r = .19, p < .01$, respectively) and leadership effectiveness ($r = .82, p < .01$; $r = .20, p < .01$, respectively). Among leadership style reported by the leader variables, only transactional leadership reported by the leader was positively correlated with trust in leader ($r = .13, p < .01$). However, none of the leader's affect intensity variables (i.e., global affect intensity, [affect] intensity, and [affect] composure) had significant correlations with outcome variables of either trust in leader or leadership effectiveness.

Although leader's affect intensity had no relationship with outcome variables, subordinate's [affect] intensity and [affect] composure variables, which were examined for control/exploratory purposes, were positively correlated with trust in leader ($r = .21, p < .01$; $r = .18, p < .01$, respectively) and leadership effectiveness ($r = .19, p < .01$; $r = .12, p < .01$, respectively). Subordinate's cultural orientation variable, which was also studied for control/exploratory purposes, had positive correlation with dependent variables of the study. Specifically, both individualism/collectivism and power distance were positively correlated with trust in leader ($r = .31, p < .01$; $r = .19, p < .01$, respectively) and leadership effectiveness

($r = .27, p < .01$; $r = .21, p < .01$, respectively) consistent with the literature (Wasti, Erdaş, & Dural, 2013).

Surprisingly, age of the leader had negative correlations with trust in leader ($r = -.15, p < .01$) and with leadership effectiveness ($r = -.09, p < .05$) and total tenure of the leader was negatively correlated with trust in leader ($r = -.14, p < .01$).

[Affect] intensity of subordinate was negatively correlated with gender ($r = -.23, p < .01$) and age of subordinate ($r = -.12, p < .01$). In other words, female employees and younger employees experienced their emotions more intensely than did male employees and older employees, a finding consistent with findings of Diener, Sandvik, and Larsen's (1985) study. Managerial level of the leader was negatively correlated with [affect] intensity experienced by the leader ($r = -.20, p < .01$) and positively correlated with [affect] composure of the leader ($r = .13, p < .01$). Meaning that, as leaders were in upper leading positions, they felt their emotions less intensely and become calmer.

Among demographic variables education level of subordinate was negatively correlated with both trust in leader ($r = -.17, p < .01$) and leadership effectiveness ($r = -.13, p < .01$). Variables which were significantly correlated with the dependent variables and/or which had significant effects on the dependent variables based on a separately conducted multiple regression analysis were decided to be controlled in hypothesis testing. These variables were as follow: subordinate's [affect] intensity, individualism/collectivism, power distance, education levels of both subordinate and leader.

Table 3

Descriptive Statistics for the Study Variables

Variable	Mean	SD	Min.	Max.	Range	# of items
Affect Intensity Global_S	4.15	.56	2.44	5.72	3.28	37
[Affect] Intensity_S	4.19	.70	2.26	5.88	3.62	25
[Affect] Composure_S	3.97	.64	1.73	5.64	3.91	11
Transformational Leadership_S	3.56	.80	1.04	5.00	3.96	26
Transactional Leadership_S	3.09	.70	1.00	5.00	4.00	6
Individualism / Collectivism	3.90	.65	1.83	5.00	3.17	6
Power Distance	2.76	.94	1.00	5.00	4.00	6
Trust in Leader	3.66	.73	1.00	5.00	4.00	12
Leadership Effectiveness_S	3.81	.91	1.00	5.00	4.00	8
Affect Intensity Global_L	4.03	.55	2.92	5.19	2.27	37
[Affect] Intensity_L	3.97	.66	2.60	5.60	3.00	25
[Affect] Composure_L	4.06	.73	2.18	5.64	3.45	11
Transformational Leadership_L	4.36	.37	3.42	5.00	1.58	26
Transactional Leadership_L	3.14	.75	1.00	4.50	3.50	6
Leadership Effectiveness_L	4.50	.40	3.63	5.00	1.38	8

Notes. Underscore S represents subordinate data; Underscore L represents leader data. Variables of Affect Intensity Global, [Affect] Intensity, and [Affect] Composure were rated on a 6-point scale while rest of the variables were rated on a 5-point scale.

Table 4

Descriptive Statistics for the Demographic Variables in Subordinate and Leader Samples

Variable	Category	Mean	SD	%	Range
Gender_S					1
	Female	-	-	41.1	-
	Male	-	-	58.9	-
Age_S		31.39	8.05		45
Education Level_S					6
	Primary	-	-	7.2	-
	Secondary	-	-	5.8	-
	High School	-	-	24.6	-
	Two-year	-	-	22.6	-
	Degree				
	Bachelor	-	-	30.8	-
	Master	-	-	6.6	-
	Doctorate	-	-	2.3	-
Job Level_S					4
	-Blue-collar	-	-	17.8	-
	Employees				
	-Entry-level	-	-	11.2	-
	Office				
	Employees				
	-Technician	-	-	22.8	-
	-Clerk	-	-	29.5	-
	-Professionals	-	-	18.7	-
Tenure with Leader_S		2.49	2.51		14.92
Total Tenure_S		7.5	7.17		33.92
Gender_L					1
	Female	-	-	24.5	-
	Male	-	-	75.5	-
Age_L		41.64	8.32		39
Education Level_L					6
	Primary	-	-	.8	-
	Secondary	-	-	1.6	-
	High School	-	-	10.1	-
	Two-year	-	-	4.5	-
	Degree				
	Bachelor	-	-	61	-
	Master	-	-	17.1	-
	Doctorate	-	-	4.7	-

Table 4 (Continued)

Variable	Category	Mean	SD	%	Range
Managerial Level_L					2
	-Junior Manager	-	-	13.8	
	-Senior Manager	-	-	49.3	
	-Top Level Manager/ Executives	-	-	36.9	
Total Leadership Experience_L		9.84	5.67	-	23.6
Total Tenure_L		18.72	7.77	-	36.67
Organization Type					1
	-Government Sector	-	-	37.1	
	-Private Sector	-	-	62.9	
Sector					13
	Education	-	-	2.3	
	Finance	-	-	4.5	
	Food	-	-	10.3	
	Manufacturing	-	-	27.6	
	Health	-	-	21.6	
	Service	-	-	25.4	
	Justice	-	-	8.2	

Notes. Underscore S represents subordinate data; Underscore L represents leader data. 'Total Tenure,' 'Tenure with Leader,' and 'Total Leadership Experience' variables were evaluated in years. 'Organization Type,' and 'Sector,' variables were valid for both subordinates and their leaders since data were collected from subordinate-leader matched samples.

Table 5

Bivariate Correlations and Reliabilities

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1 Affect Intensity Global_S	(.89)														
2 [Affect] Intensity_S	.94**	(.91)													
3 [Affect] Composure_S	.54**	.23**	(.75)												
4 Tranformational Leadership_S	.26**	.22**	.21**	(.96)											
5 Transactional Leadership_S	.26**	.23**	.20**	.26**	(.66)										
6 Individualism / Collectivism	.23**	.16**	.24**	.32**	.20**	(.80)									
7 Power Distance	.19**	.14**	.22**	.26**	.44**	.18**	(.85)								
8 Trust in Leader	.24**	.21**	.18**	.75**	.19**	.31**	.19**	(.90)							
9 Leadership Effectiveness_S	.21**	.19**	.12**	.82**	.20**	.27**	.21**	.77**	(.95)						
10 Affect Intensity Global_L	.07	.04	.08	.01	0	-.07	.07	.01	-.06	(.90)					
11 [Affect] Intensity_L	.10*	.08	.09*	0	-.04	-.06	.02	-.01	-.08	.93**	(.90)				
12 [Affect] Composure_L	-.03	-.04	.02	.03	.09	-.06	.15**	.05	.02	.62**	.28**	(.83)			
13 Transformational Leadership_L	-.06	-.04	-.06	.07	.01	-.01	.04	.03	.06	.37**	.26**	.38**	(.91)		
14 Transactional Leadership_L	.07	.05	.10*	.12**	.13**	.03	.21**	.13**	.08	.25**	.27**	.08	.08	(.73)	
15 Leadership Effectiveness_L	.02	0	.06	.06	.07	.12**	.10*	.09*	.05	.29**	.14**	.44**	.52**	.02	(.87)
16 Gender_S	-.15**	-.23**	.16**	0	.06	.17**	.09	0	-.09	-.07	-.08	-.03	-.05	.01	.02
17 Age_S	-.08	-.12**	.07	-.05	-.10*	.01	0	-.04	-.11*	.01	-.02	.05	.03	-.02	.10*
18 Education Level_S	-.10*	-.06	-.13**	-.12**	-.22**	-.07	-.30**	-.17**	-.13**	.05	.10*	-.08	.07	0	-.13**
19 Job Level_S	-.09*	-.07	-.09*	-.07	-.24**	-.04	-.30**	-.10*	-.06	0	.07	-.15**	.07	.02	-.12**
20 Tenure with Leader_S	-.06	-.11*	.10*	-.04	.04	0	.09	.01	-.07	.04	.04	0	.03	-.07	.07
21 Total Tenure_S	-.16**	-.17**	-.04	-.06	-.12**	-.05	-.07	-.04	-.09	.02	0	.03	.10*	-.05	.10*
22 Gender_L	-.08	-.10*	.04	-.03	-.05	.07	.06	0	0	.08	.02	.17**	.01	-.06	.10*
23 Age_L	-.16**	-.12**	-.16**	-.13**	-.10*	-.16**	-.06	-.15**	-.09*	-.10*	-.14**	.03	.16**	-.07	-.02
24 Education Level_L	-.02	.01	-.08	.01	-.07	-.05	-.10*	0	.07	-.06	-.06	-.06	-.01	.06	-.09*
25 Managerial Level_L	-.07	-.05	-.05	-.06	-.03	-.07	.03	-.08	-.03	-.11*	-.20**	.13**	-.09*	0	-.12**
26 Total Leadership Experience_L	-.07	-.05	-.08	-.07	-.07	-.13**	-.02	-.04	-.04	-.05	-.09*	.05	.02	-.13**	.05
27 Total Tenure_L	-.15**	-.12**	-.14**	-.13**	-.13**	-.17**	-.09*	-.14**	-.09	-.09*	-.14**	.02	.21**	-.08	.01
28 Number of Subordinates	.01	.01	0	.08	.07	.12**	-.02	.02	.05	-.03	0	-.09*	.15**	-.09*	0

Table 5 (Continued)

	Variable	16	17	18	19	20	21	22	23	24	25	26	27	28
16	Gender_S	-												
17	Age_S	.21**	-											
18	Education Level_S	-.08	.07	-										
19	Job Level_S	-.08	.05	.80**	-									
20	Tenure with Leader_S	.08	.40**	-.12*	-.13**	-								
21	Total Tenure_S	.12**	.81**	.07	.06	.39**	-							
22	Gender_L	.21**	.01	-.12**	-.10*	.07	-.05	-						
23	Age_L	.02	.25**	.18**	.11*	.19**	.29**	.12**	-					
24	Education Level_L	.03	.11*	.29**	.25**	-.12*	.02	.14**	.26**	-				
25	Managerial Level_L	.17**	.27**	.15**	.08	.08	.16**	.19**	.54**	.61**	-			
26	Total Leadership Experience_L	.03	.21**	.05	0	.28**	.21**	.18**	.67**	.01	.36**	-		
27	Total Tenure_L	-.03	.21**	.18**	.13**	.19**	.28**	.07	.94**	.14**	.42**	.67**	-	
28	Number of Subordinates	.07	-.04	.11*	.12**	0	-.05	.06	-.04	.14**	-.10*	-.10*	-.07	-

Notes. Underscore S represents subordinate data; Underscore L represents leader data. Gender: 1 = Female, 2 = Male; Job level_S = Job levels from low to high for subordinates; Managerial Level_L = Managerial levels from low to upper for supervisors. Scale values for Variable 4 to Variable 9 and Variable 13 to Variable 15: 1 = strongly disagree; 5 = strongly agree. Scale values for Variable 1, 2, 3, 10, 11, and 12: 1 = never; 6 = always. Values in parentheses in the main diagonal represent reliabilities. * $p < .05$, ** $p < .01$.

3.6 Hypothesis Testing

The major purpose of the present study was to examine the moderating role of affect intensity on the relationships between leadership style (i.e., transformational and transactional) and outcome variables of trust in leader and leadership effectiveness. Accordingly, a number of moderated regression analyses were conducted. I tested moderation hypotheses by using both SPSS (i.e., hierarchical moderated regression analysis) and PROCESS MACRO version 3.3 produced by Hayes (2017). Since findings from these two methods were completely the same, I present the findings based on PROCESS MACRO. Model 1 was employed in PROCESS MACRO for moderated regression analyses.

In these analyses transformational and transactional leadership styles were focal predictors; affect intensity (of the leader) was presumed moderator; and trust in leader and leadership effectiveness were dependent variables of the study. In this study, the dependent variable of 'leadership effectiveness' refers to 'perceived leadership effectiveness' which is collected from subordinates toward their leader. Data on transformational and transactional leadership were collected from both subordinates and leaders themselves. 'Perceived leadership style' refers to leadership style reported by the subordinate toward their leader while 'self-reported leadership style' refers to leadership style reported by the leader herself/himself. Affect intensity data were collected from leaders themselves. Trust in leader and leadership effectiveness data were collected from subordinates. In addition to leaders' affect intensity, affect intensity of the subordinates was also collected for control/exploratory purposes. Totally 16 moderated regression analyses were conducted. Specifically, moderated regression analyses were conducted separately for each leadership style variable as the predictor (four: transformational and transactional leadership reported by the subordinate and by the leader), for each moderator (two: [affect] intensity and [affect] composure of the leader), and for each outcome variable (two: trust in leader and leadership effectiveness).

For trust in leader variable, a) subordinate's self [affect] intensity, b) individualism/collectivism, c) power distance, d) education level of subordinate, and e) education level of leader were used as the control variables in the first step of all regression analyses. Likewise, for leadership effectiveness, a) individualism/collectivism, b) power distance, c) education level of subordinate, and d) education level of leader were used as the control variables in the first step of all regression analyses. Independent variables and presumed moderators were automatically centered, and interaction terms were automatically created by PROCESS MACRO for moderated regression analyses. The effect of each moderator on the outcome variables was tested separately.

To test Hypothesis 1a (i.e., "*Transformational leadership is positively and significantly related to trust in leader*"), control variables for trust in leader stated above were entered in Step 1, transformational leadership was entered in Step 2. Model 2 (excluding the effects of control variables) was significant ($\Delta R^2 = .46$, $F(1, 476) = 582.96$, $p < .001$). That is, transformational leadership significantly predicted trust in leader ($b = .69$, $SE = .03$, $p < .001$, 95% CI = .63, .75), yielding support for Hypothesis 1a.

To test the ability of transactional leadership in predicting trust in leader, control variables were entered in the first step followed by transactional leadership in the second step. Results showed that Model 2 was not significant ($\Delta R^2 = .001$, $F(1, 476) = .85$, $p = .36$). That is, Supporting Hypothesis 1b (i.e., "*Transactional leadership has either a moderate or a nonsignificant relationship with trust in leader*"), transactional reported by subordinate leadership did not have a significant effect on trust in leader ($b = .05$, $SE = .05$, $p = .36$, 95% CI = -.05, .15).

Same analyses were conducted for leadership effectiveness as well. To test for the effect of transformational leadership on leadership effectiveness, control variables for leadership effectiveness stated above were entered in Step 1, transformational leadership was entered in Step 2. Based on the results, Model 2 was significant ($\Delta R^2 = .59$, $F(1, 477) = 1021.73$, $p < .001$). Transformational leadership reported by subordinate significantly predicted leadership effectiveness ($b = .97$, $SE = .03$, $p < .001$, 95% CI = .91, 1.03), meaning that Hypothesis 1c (i.e., "*Transformational*

leadership is positively and significantly related to perceived leadership effectiveness.”) was supported. To test for the effect of transactional leadership on leadership effectiveness, control variables for leadership effectiveness were entered in the first step, transactional leadership reported by subordinate was included in the second step. Results showed that Model 2 was not significant ($\Delta R^2 = .004$, $F(1, 477) = 2.27$, $p = .13$). That is, supporting Hypothesis 1d (i.e., “*Transactional leadership has either a moderate or a nonsignificant relationship with perceived leadership effectiveness*”), transactional leadership reported by subordinate did not have a significant effect on leadership effectiveness ($b = .10$, $SE = .06$, $p = .13$, 95% CI = $-.03, .22$). In sum, perceived transformational leadership had a significant positive effect on both trust in leader and on leadership effectiveness whereas perceived transactional leadership had no effect on either trust in leader or on leadership effectiveness.

3.6.1 Moderated Regression Analyses for Perceived Leadership Style as the Independent Variables

Although I hypothesized that affect intensity construct would have two factors, which are positive affect intensity and negative affect intensity based on the literature (Gohm & Clore, 2002; Grawitch et al., 2005; Larsen & Diener, 1987; Schimmack & Diener, 1997), the hypothesized factor structure was not found in the main study factor analysis. Two factors found in the main study factor analysis for affect intensity were ‘[affect] intensity’ and ‘[affect] composure.’ Hence, moderated regression analyses were tested for the newly formed ‘[affect] intensity’ and ‘[affect] composure’ factors separately.

Transformational and transactional leadership styles as perceived by subordinates were included in the moderated regression analyses as the focal predictors. [Affect] intensity and [affect] composure factors of affect intensity of leader were considered as the presumed moderators. In the first part of hypothesis testing, eight moderated regression analyses were conducted separately for each leadership style as the predictor (two: transformational and transactional leadership reported by the subordinate), for each moderator (two: [affect] intensity and [affect] composure of the

leader), and for each outcome variable (two: trust in leader and leadership effectiveness). None of these eight interactions between focal predictors and presumed moderators did have a significant effect on outcome variables of either trust in leader or leadership effectiveness. These eight interaction terms which were obtained from eight separate moderated regression analyses and values concerning these eight interactions are combined and listed together in Table 6. As can be seen in Table 6, leader's [affect] intensity and [affect] composure did not moderate the relationship between perceived leadership style (i.e., perceived transformational and transactional leadership) and dependent variables of trust in leader and leadership effectiveness.

Table 6

Values Concerning Eight Separate Interaction Effects of Leader's Affect Intensity and Perceived Leadership Style

Interaction Term	Outcome Variable	Unstandardized Coefficient		<i>p</i>	ΔF	ΔR^2	95% CI for B	
		<i>B</i>	<i>SE</i>				LLCI	ULCI
TF_S x [Affect] Intensity_L	Trust in Leader	.06	.04	.13	2.30	.002	-.02	.15
TF_S x [Affect] Composure_L	Trust in Leader	-.05	.04	.20	1.65	.001	-.12	.03
TS_S x [Affect] Intensity_L	Trust in Leader	.03	.06	.65	.21	.00	-.10	.16
TS_S x [Affect] Composure_L	Trust in Leader	-.02	.06	.77	.08	.00	-.13	.10
TF_S x [Affect] Intensity_L	Leadership Effectiveness	-.02	.05	.71	.14	.00	-.11	.07
TF_S x [Affect] Composure_L	Leadership Effectiveness	-.06	.04	.11	2.63	.002	-.14	.01
TS_S x [Affect] Intensity_L	Leadership Effectiveness	.10	.08	.20	1.63	.003	-.06	.26
TS_S x [Affect] Composure_L	Leadership Effectiveness	-.02	.08	.81	.06	.00	-.17	.13

Notes. This is a summary table indicating the values of eight interaction terms all in once which were obtained from eight separate moderated regression analyses. TF_S = Transformational leadership reported by subordinate; TS_S = Transactional leadership reported by subordinate; [Affect] Intensity_L = [Affect] Intensity of leader; [Affect] Composure_L = [Affect] Composure of leader; ΔF = F Change; ΔR^2 = R^2 Change; CI = Confidence interval; LLCI = Lower levels of confidence interval; ULCI = Upper levels of confidence interval.

3.6.2 Moderated Regression Analyses for Self-Reported Leadership Style as the Independent Variables

In this section, same moderated regression analyses were conducted by changing the source of the independent variables of the study. That is, transformational and transactional leadership styles which were reported by the leader herself/himself (i.e., self-reported transformational and transactional leadership styles) were included as focal predictors. Leader's [affect] intensity and [affect] composure was considered as the presumed moderators. These analyses were conducted to examine whether leader's [affect] intensity and [affect] composure would moderate the relationship between leadership style reported by the leader and outcome variables of trust in leader and leadership effectiveness as reported by the subordinates. In this (second) part of hypothesis testing, eight moderated regression analyses were conducted separately for each leadership style as the predictor (two: transformational and transactional leadership reported by the leader), for each moderator (two: [affect] intensity and [affect] composure of the leader), and for each outcome variable (two: trust in leader and leadership effectiveness). Two interactions (i.e., transactional leadership reported by the leader X leader's [affect] intensity; and transactional leadership reported by the leader X leader's [affect] composure) were significant. Rest of the interactions between focal predictors and presumed moderators were not significant.

The moderating role of leader's [affect] intensity on the relationship between transactional leadership reported by leader and leadership effectiveness was examined. Although transactional leadership reported by leader did not have a significant main effect on leadership effectiveness ($b = .02$, $SE = .06$, $p = .77$, 95% CI = $-.09, .13$) and [affect] intensity of the leader had only a marginally significant main effect in predicting leadership effectiveness ($b = -.11$, $SE = .06$, $p = .06$, 95% CI = $-.24, .01$), interaction between transactional leadership reported by leader and [affect] intensity of the leader was significant ($b = .32$, $SE = .08$, $p < .001$, 95% CI = $.15, .48$). Model including the main effects and interaction effect of these two variables explained 16% of the variance in leadership effectiveness ($R^2 = .16$, $F(7, 475) = 13.00$, $p < .001$). The

interaction term predicted an additional 3% of the variance in leadership effectiveness by itself ($\Delta R^2 = .03$, $F(1, 475) = 14.78$, $p < .001$).

Simple slope analysis was automatically conducted by Process Macro to probe the interaction (see Figure 2). Results of the analysis revealed that when [affect] intensity of the leader was high, there was a significant positive relationship between transactional leadership reported by leader and leadership effectiveness ($b = .22$, $t(475) = 3.22$, $p = .001$). When [affect] intensity of leader was low, there was significant negative relationship between transactional leadership reported by leader and leadership effectiveness ($b = -.19$, $t(475) = -2.27$, $p = .02$). Meaning that, when [affect] intensity level of the leader was high, leaders who identified themselves as more transactional were perceived as more effective by their subordinates. Inversely, when leaders' [affect] intensity level was low, leaders who identified themselves as more transactional were perceived as less effective by their subordinates.

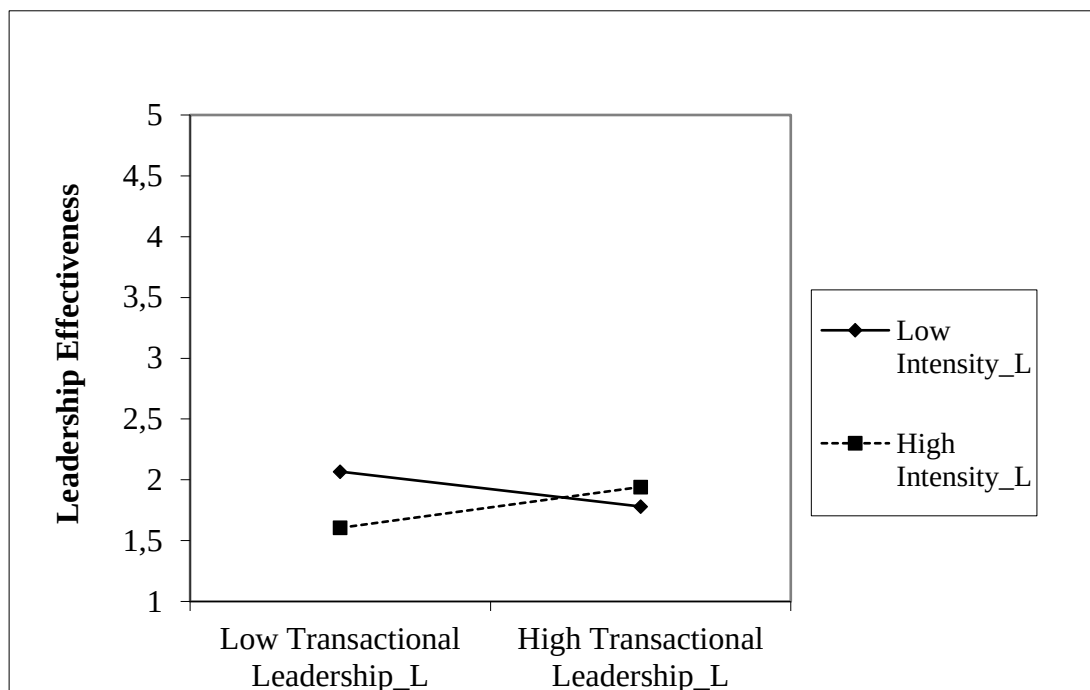


Figure 2. Interaction of Transactional Leadership Reported by the Leader and [Affect] Intensity of the Leader

Notes: The relationship between transactional leadership reported by leader and leadership effectiveness at low and high levels of [affect] intensity of the leader. Low values represent 1SD below the mean (-1SD) and high values represent 1SD above the mean (+1SD) of the related leadership. Underscore L implies the related variable was reported by the leader.

The moderating role of leader's [affect] composure on the relationship between transactional leadership reported by leader and leadership effectiveness was examined. Model including the effects of transactional leadership reported by the leader and [affect] composure of leader; and interaction of these two variables was significant ($R^2 = .14$, $F(7, 475) = 11.48$, $p < .001$). This model explained 14% of the variance in leadership effectiveness while the interaction term explained an additional 1% of the variance in leadership effectiveness ($\Delta R^2 = .01$, $F(1, 475) = 7.99$, $p = .005$). Even though the effects of transactional leadership reported by the leader ($b = .02$, $SE = .05$, $p = .72$, 95% CI = $-.09, .12$) and [affect] composure of the leader ($b = -.03$, $SE = .06$, $p = .59$, 95% CI = $-.14, .08$) on leadership effectiveness were not significant, the effect of interaction term on leadership effectiveness was significant ($b = .22$, $SE = .08$, $p = .005$, 95% CI = $.07, .38$).

Simple slope analysis conducted using Process Macro showed that when [affect] composure of leader was high, there was a significant positive relationship between transactional leadership reported by leader and leadership effectiveness ($b = .18$, $t(475) = 2.43$, $p = .02$) (see Figure 3). However, when [affect] composure of leader was low, the direct effect of transactional leadership reported by leader on leadership effectiveness was not significant ($b = -.14$, $t(475) = -1.76$, $p = .08$).

In conclusion, Hypotheses 1a, 1b, 1c, and 1d were supported. Although results supported the moderating role of both [affect] intensity and [affect] composure, I cannot say Hypotheses 2a to 2h were or were not supported as hypothesized affect intensity structure was not observed in the current study. Analyses concerning affect intensity were conducted with the new factors of affect intensity (i.e., '[affect] intensity' and '[affect] composure'). In sum, two interaction terms out of eight moderated regression analyses conducted under the title of second part of hypothesis testing were found to be significant. These eight interaction terms (i.e., two significant and six insignificant) which were obtained from eight separate moderated regression analyses and values concerning these eight interactions are combined and listed together in Table 7. As illustrated in Table 7, results showed that leader's [affect] intensity and [affect] composure moderated the relationship between transactional

leadership reported by the leader and leadership effectiveness. The summary of the results of main study hypotheses testing can be seen in Table 8.

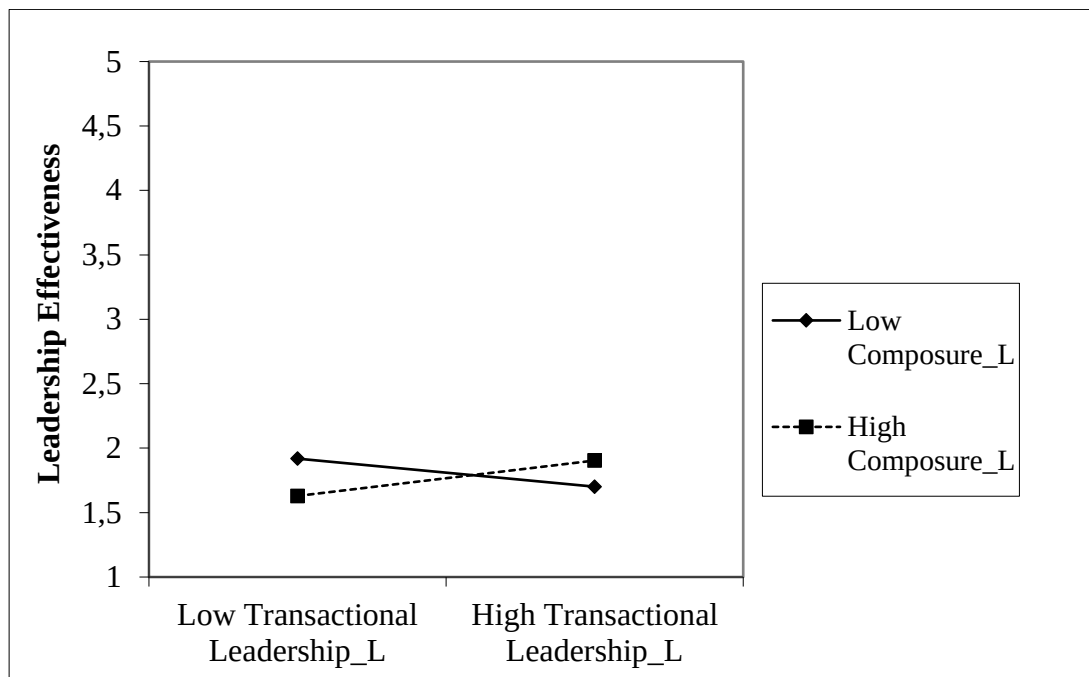


Figure 3. Interaction of Transactional Leadership Reported by the Leader and [Affect] Composure of the Leader

Notes: The relationship between transactional leadership (reported by the leader) and leadership effectiveness at low and high levels of [affect] composure of the leader. Low values represent 1SD below the mean (-1SD) and high values represent 1SD above the mean (+1SD) of the related leadership. Underscore L implies the related variable was reported by the leader.

Table 7

Values Concerning Eight Separate Interaction Effects of Leader's Affect Intensity and Self-Report Leadership Style

Interaction Term	Outcome Variable	Unstandardized Coefficient		<i>p</i>	ΔF	ΔR^2	95% CI for B	
		<i>B</i>	<i>SE</i>				LLCI	ULCI
TF_L x [Affect] Intensity_L	Trust in Leader	-.09	.14	.53	.39	.001	-.36	.19
TF_L x [Affect] Composure_L	Trust in Leader	-.20	.12	.11	2.57	.005	-.44	.04
TS_L x [Affect] Intensity_L	Trust in Leader	.07	.07	.30	1.09	.002	-.06	.20
TS_L x [Affect] Composure_L	Trust in Leader	.09	.06	.15	2.09	.004	-.03	.21
TF_L x [Affect] Intensity_L	Leadership Effectiveness	.08	.18	.66	.19	.00	-.27	.43
TF_L x [Affect] Composure_L	Leadership Effectiveness	-.23	.16	.14	2.21	.00	-.54	.07
TS_L x [Affect] Intensity_L	Leadership Effectiveness	.32	.08	.00	14.78	.03***	.15	.48
TS_L x [Affect] Composure_L	Leadership Effectiveness	.22	.08	.005	7.99	.01**	.07	.38

Notes. This is a summary table indicating the values of eight interaction terms all in once which were obtained from eight separate moderated regression analyses. TF_L = Transformational leadership reported by leader; TS_L = Transactional leadership reported by leader; [Affect] Intensity_L= [Affect] Intensity of leader; [Affect] Composure_L= [Affect] Composure of leader; ΔF = F Change; ΔR^2 = R^2 Change; CI= Confidence interval; LLCI = Lower levels of confidence interval; ULCI = Upper levels of confidence interval.

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

Table 8

Results of Hypothesis Testing Regarding Direct and Moderation Effects of Study Variables

Hypothesis 1a: Transformational leadership is positively and significantly related to trust in leader.	Supported
Hypothesis 1b: Transactional leadership has either a moderate or a nonsignificant relationship with trust in leader.	Supported
Hypothesis 1c: Transformational leadership is positively and significantly related to perceived leadership effectiveness.	Supported
Hypothesis 1d: Transactional leadership has either a moderate or a nonsignificant relationship with perceived leadership effectiveness.	Supported
Hypothesis 2a: Positive affect intensity moderates the relationship between transformational leadership and trust in leader positively.	Could not be tested. Not supported for [affect] intensity and [affect] composure moderators
Hypothesis 2b: Positive affect intensity moderates the relationship between transactional leadership and trust in leader positively.	Could not be tested. Not supported for [affect] intensity and [affect] composure moderators
Hypothesis 2c: Positive affect intensity moderates the relationship between transformational leadership and perceived leadership effectiveness positively.	Could not be tested. Not supported for [affect] intensity and [affect] composure moderators
Hypothesis 2d: Positive affect intensity moderates the relationship between transactional leadership and perceived leadership effectiveness positively.	Supported for leader's [affect] intensity and [affect] composure moderators
Hypothesis 2e: Negative affect intensity moderates the relationship between transformational leadership and trust in leader negatively.	Could not be tested.
Hypothesis 2f: Negative affect intensity moderates the relationship between transactional leadership and trust in leader negatively.	Could not be tested
Hypothesis 2g: Negative affect intensity moderates the relationship between transformational leadership and perceived leadership effectiveness negatively.	Could not be tested
Hypothesis 2h: Negative affect intensity moderates the relationship between transactional leadership and perceived leadership effectiveness negatively.	Could not be tested

Notes. Although moderation hypotheses for leader's affect intensity were generated for positive affect intensity and negative affect intensity factors, those hypotheses were separately tested for [affect] intensity and [affect] composure factors, which were found as affect intensity factors in the present study. Thus, moderation hypotheses for positive affect intensity and negative affect intensity factors could not be tested.

3.7 Exploratory Analyses

A series of exploratory analyses were conducted to analyze the potential moderating role of subordinate affect intensity (i.e., [affect] intensity and [affect] composure) and subordinate cultural orientation (i.e., individualism/collectivism and power distance), two sets of variables which had been included in the present study originally for the purpose of controlling their effects in hypothesis testing. In these exploratory analyses, again, transformational and transactional leadership styles (i.e., reported by the leader herself/himself) were focal predictors; subordinate's affect intensity and cultural orientation were presumed moderators of the relationship between leadership style and outcome variables.

Totally 16 moderated regression analyses were conducted for exploratory purposes. Specifically, moderated regression analyses were conducted separately for each leadership style variable as the predictor (two: transformational and transactional leadership reported by the leader), for each moderator (two: [affect] intensity and [affect] composure of subordinate; two: individualism/collectivism and power distance of subordinate), and for each outcome variable (two: trust in leader and leadership effectiveness).

Exploratory based moderated regression analyses were conducted by using PROCESS MACRO version 3.3 produced by Hayes (2017). Independent variables and presumed moderators were automatically centered, and interaction terms were automatically created by PROCESS MACRO for moderated regression analyses.

Two interaction terms (i.e., interaction of transformational leadership reported by leader and subordinate's [affect] composure; and interaction of transformational leadership reported by leader and individualism/collectivism) out of 16 exploratory based moderated regression analyses which were found to be significant in predicting leadership effectiveness are presented in the following sections.

3.7.1 Exploratory Analyses for Subordinate's Own Affect Intensity as Moderator

In the first group exploratory analyses, subordinate's affect intensity (i.e., [affect]intensity and [affect] composure) were examined as moderator in the relationship between leadership style reported by the leader and outcome variables. Eight moderated regression analyses were conducted under this heading: two for leadership style variable as the predictors (transformational and transactional leadership reported by the leader), two for moderators ([affect] intensity and [affect] composure of subordinate), and two for outcome variables (trust in leader and leadership effectiveness). Only one interaction (i.e., interaction of transformational leadership reported by the leader and subordinate's [affect] composure) was found to be significant out of eight interactions.

The interaction effect of transformational leadership reported by the leader and subordinate's [affect] composure on leadership effectiveness was tested. Model which involves the effects of transformational leadership reported by the leader and subordinate's [affect] composure together with the interaction of these two variables was significant ($R^2 = .14$, $F(7, 475) = 11.29$, $p < .001$). Fourteen percent of the variance in leadership effectiveness was explained by this model while the interaction term accounted for only an additional 1% of the variance in leadership effectiveness ($\Delta R^2 = .01$, $F(1, 475) = 4.51$, $p = .03$). Although the effects of transformational leadership reported by leader ($b = .15$, $SE = .11$, $p = .15$, 95% CI = $-.05, .36$) and [affect] composure of subordinate ($b = .06$, $SE = .06$, $p = .37$, 95% CI = $-.07, .18$) on leadership effectiveness were not significant, the interaction between transformational leadership reported by leader and [affect] composure of subordinate made a significant contribution in predicting leadership effectiveness ($b = .35$, $SE = .17$, $p = .03$, 95% CI = $.03, .68$).

Results of simple slope analysis indicated that when subordinate's [affect] composure was high, the direct effect of transformational leadership reported by leader on leadership effectiveness was significant ($b = .38$, $t(475) = 2.55$, $p = .01$). However, when subordinate's [affect] composure was low, transformational leadership reported

by leader had no effect on leadership effectiveness ($b = -.07$, $t(475) = -.49$, $p = .62$). In other words, leaders who reported they were attached in transformational leadership style more were perceived as more effective by subordinates whose [affect] composure was high (See Figure 4). Values and coefficients concerning the significant interaction between transformational leadership reported by the leader and subordinate's [affect] composure is presented in Table 9.

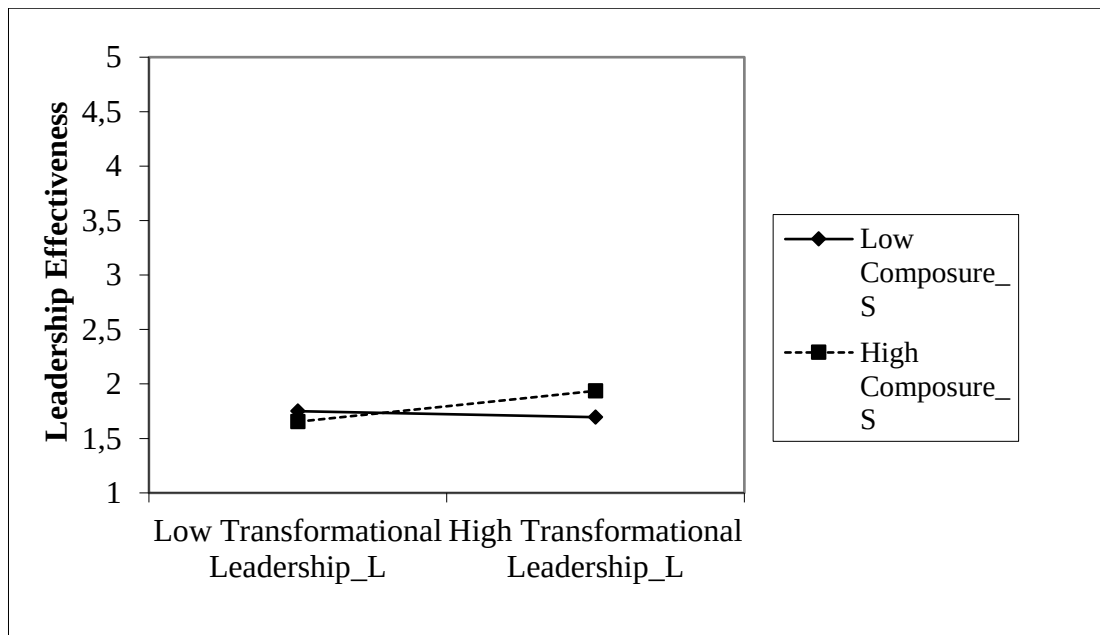


Figure 4. Interaction of Transformational Leadership Reported by the Leader and [Affect] Composure of the Subordinate

Notes: The relationship between transformational leadership (reported by the leader) and leadership effectiveness at low and high levels of [affect] composure of the subordinate. Low values represent 1SD below the mean (-1SD) and high values represent 1SD above the mean (+1SD) of the related leadership. Underscore L implies the related variable was reported by the leader. Underscore S implies the related variable was reported by the subordinate.

Table 9

Values Concerning Interaction Effect of Subordinate's Affect Intensity and Self-Report Leadership Style

Interaction Term	Outcome Variable	Unstandardized Coefficient		p	ΔF	ΔR^2	95% Confidence Interval for B	
		B	SE				LLCI	ULCI
TF_L x [Affect] Composure_S	Leadership Effectiveness	.35	.17	.03	4.51	.01	.03	.68

Notes. This is a summary table indicating the values of interaction term between subordinate's [affect] composure and transformational leadership reported by the leader obtained from exploratory study moderated regression analyses. TF_L = Transformational leadership reported by leader; [Affect] Composure_S = [Affect] Composure of subordinate; ΔF = F Change; ΔR^2 = R^2 Change; CI = Confidence interval; LLCI = Lower levels of confidence interval; ULCI = Upper levels of confidence interval.

3.7.2 Exploratory Analyses for Subordinate's Cultural Orientation as Moderator

Cultural orientation factors of individualism/collectivism and power distance collected from subordinates were examined as moderators in the relationship between leadership style reported by the leader and outcome variables as a part of second group exploratory analyses. Cultural orientation scale items were not aimed at measuring present, ongoing work relationships on the organization, but they were aimed at measuring subordinates' beliefs or opinions about the ideal work relationships on organization in general. Eight moderated regression analyses were conducted under this heading: two for leadership style variable as the predictors (transformational and transactional leadership reported by the leader), two for moderators (subordinate's individualism/collectivism and power distance), and two for outcome variables (trust in leader and leadership effectiveness). Only one interaction (i.e., interaction of transformational leadership reported by the leader and individualism/collectivism) was found to be significant out of eight interactions.

It was tested that whether individualism/collectivism would moderate the relationship between transformational leadership reported by leader and leadership effectiveness. Model including the effects of transformational leadership reported by leader, individualism/collectivism; and the interaction of these two variables was significant ($R^2 = .14$, $F(6, 476) = 12.96$, $p < .001$). Fourteen percent of the variance in leadership effectiveness was explained by this model while the interaction term explained an additional 1% of the variance in leadership effectiveness ($\Delta R^2 = .01$, $F(1, 476) = 3.94$, $p = .05$). While transformational leadership reported by leader did not have a significant effect on leadership effectiveness ($b = .13$, $SE = .11$, $p = .23$, 95% CI = -.08, .34), individualism/collectivism had a significant positive effect on leadership effectiveness ($b = .36$, $SE = .06$, $p < .001$, 95% CI = .24, .47). The interaction term was found to be significant ($b = .32$, $SE = .16$, $p = .05$, 95% CI = .00, .64) which means that the interaction between transformational leadership reported by leader and individualism/collectivism made a significant contribution in predicting leadership effectiveness.

Results of simple slope analysis showed that when individualism/collectivism was high, transformational leadership reported by leader significantly predicted leadership effectiveness ($b = .34$, $t(476) = 2.40$, $p = .02$). That is, leaders who reported themselves as more transformational were found as more effective by their subordinates who were more collectivist (high scores in individualism/collectivism scale correspond to high collectivism). In other words, as subordinate's collectivism increases and as leaders evaluate themselves as more transformational, leadership effectiveness increases. On the other hand, transformational leadership reported by leader did not predict leadership effectiveness when individualism/collectivism was low (i.e., the situation in which subordinates were low in collectivism) ($b = -.08$, $t(476) = -.52$, $p = .60$). (See Figure 5). Values and coefficients concerning the significant interaction between transformational leadership reported by the leader and individualism/collectivism are presented in Table 10.

In sum, two interaction terms out of 16 exploratory-based moderated regression analyses were found to be significant. Specifically, according to results, both subordinate's [affect] composure and individualism/collectivism variables moderated the relationship between transformational leadership reported by the leader and leadership effectiveness.

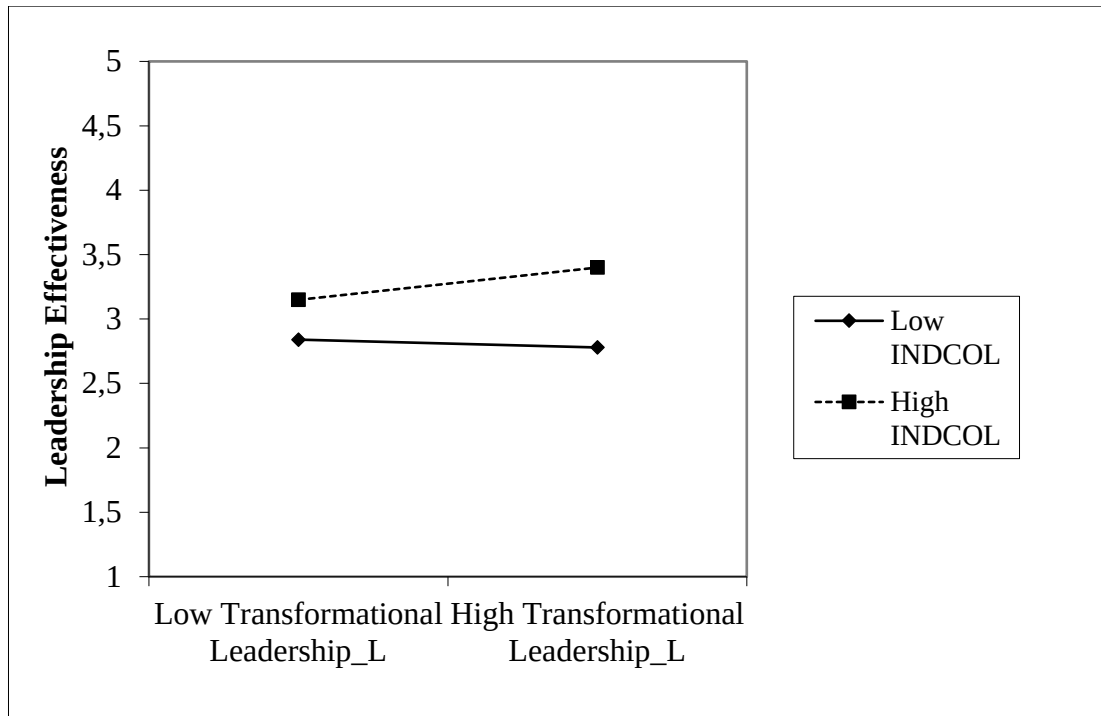


Figure 5. Interaction of Transformational Leadership Reported by the Leader and Individualism/Collectivism

Notes: The relationship between transformational leadership (reported by the leader) and leadership effectiveness at low and high levels of individualism/collectivism. Low values represent 1SD below the mean (-1SD) and high values represent 1SD above the mean (+1SD) of the related leadership. Underscore L implies the related variable was reported by the leader. INDCOL = Individualism/Collectivism.

Table 10

Values Concerning Interaction Effect of Subordinate's Cultural Orientation and Self-Report Leadership Style

Interaction Term	Outcome Variable	Unstandardized Coefficient		<i>p</i>	ΔF	ΔR^2	95% CI for B	
		<i>B</i>	<i>SE</i>				LLCI	ULCI
TF_L x INDCOL	Leadership Effectiveness	.32	.16	.05	3.94	.01	.00	.64

Notes. This is a summary table indicating the values of interaction term between subordinate's individualism/collectivism and transformational leadership reported by the leader obtained from exploratory study moderated regression analyses. TF_L = Transformational leadership reported by leader; INDCOL = Individualism/Collectivism; ΔF = F Change; ΔR^2 = R^2 Change; CI= Confidence interval; LLCI = Lower levels of confidence interval; ULCI = Upper levels of confidence interval.

CHAPTER 4

DISCUSSION

4.1 Overview

This study aimed to examine the moderating role of affect intensity in the relationships between leadership style (i.e., transformational and transactional) and outcome variables of trust in leader and leadership effectiveness. It was hypothesized that transformational leadership would have positive relationship with trust in leader and leadership effectiveness. However, transactional leadership was expected to have either a moderate or no relationship with trust in leader or leadership effectiveness. In addition, it was expected that affect intensity of leader would moderate the relationships between leadership styles (i.e., transformational and transactional) and outcome variables of trust in leader and leadership effectiveness. In this chapter, overview is presented in the first section. The second section includes main study factor analysis results for the AIM. In the third and fourth sections, findings of the main study and exploratory study are discussed, respectively. In the fifth section, contributions and practical implications of the study are presented. Strengths and limitations of the study are discussed in the sixth section. Then, suggestions for future research are presented in the seventh section. Lastly, this chapter ends with a conclusions section.

4.2 Discussion of the Main Study Factor Analysis Findings for the Newly Translated AIM

Based on the literature (Gohm & Clore, 2002; Grawitch et al., 2005; Larsen & Diener, 1987; Schimmack & Diener, 1997), I hypothesized that affect intensity construct

would have two factors, which are positive affect intensity and negative affect intensity. Yet, the hypothesized factor structure did not emerge in the present study. Results on the main study data suggested that affect intensity consisted of '[affect] intensity' and '[affect] composure' factors. [Affect] intensity factor contained items reflecting the experience of both positive and negative emotions intensely; items of the [affect] composure factor were related to calmness and self-control toward emotion provoking situations.

One can think that these two factors would be opposite to each other, but the correlation between [affect] intensity and [affect] composure was found to be positive in this study ($r = .23, p < .01$). There appear two plausible explanations for this finding. First, demand characteristics may have caused participants' giving biased/socially desirable responses. For instance, participants who endorsed the item "When I'm happy I feel like I'm bursting with joy" may have also endorsed the item "I can remain calm even on the most trying days" as both of these items are socially desirable. They may have evaluated both feeling emotions intensely and staying calm as positive attitudes. Being emotional and sentimental may be perceived as positive or humanistic in our culture (Sample items for being sentimental: "When I do something wrong I have strong feelings of shame and guilt" or "Sad movies deeply touch me"). However, calmness and self-control may also be perceived as professional attitudes in business life (Sample items for being calm: "My negative moods are mild in intensity" or "When I get angry it's easy for me to still be rational and not overreact"). Furthermore, collecting data from matched samples in the current study might have resulted in participants' giving responses as mentioned above. That is, although participants were told that their responses would be kept confidential and would not be shared by anyone other than the researcher herself, they may still have been concerned about their responses being shared with the third parties in the organization, especially with their supervisor.

Second reason for the observed positive correlation between the [affect] intensity and [affect] composure factors may be due to the nature of the construct itself. To clarify,

these two affect intensity factors may not be completely opposite of each other as one may have expected.

4.3 Discussion of the Main Study Findings

First, the main effects of leadership styles on outcome variables were tested. Although hypotheses for leadership styles were generated for perceived leadership styles only, they were tested for both perceived and self-report leadership styles. ‘Perceived leadership style’ refers to leadership style reported by the subordinate toward their leader while ‘self-report leadership style’ refers to leadership style reported by the leader herself/himself. Supporting Hypotheses 1a, 1b, 1c, and 1d, perceived transformational leadership significantly and positively predicted trust in leader and leadership effectiveness whereas perceived transactional leadership did not have a significant effect either on trust in leader or on leadership effectiveness. That is, transformational leadership was perceived as an effective leadership style in predicting trust in leader and leadership effectiveness by subordinates whereas transactional leadership was not evaluated as an effective leadership style by the followers. These findings are consistent with the literature which showed that transformational leadership had a positive significant effect on subordinates’ trust in their leader (e.g., Dirks & Ferrin, 2002; Gillespie & Mann, 2004; Goodwin et al., 2011; Holtz & Harold, 2008; Pillai et al., 1999; Podsakoff et al., 1990; Podsakoff et al., 1996; Su-Jung Lin & Hsiao, 2014) as well as on perceived leadership effectiveness (e.g., Bass, 1990; Connelly & Ruark, 2010; Hater & Bass, 1988; Lowe et al., 1996). Likewise, according to literature transactional leadership had either a moderate or no relationship with trust in leader (e.g., Dirks & Ferrin, 2002; Holtz & Harold, 2008; Pillai et al., 1999; Podsakoff et al., 1990; Podsakoff et al., 1996) and with perceived leadership effectiveness (e.g., Bass, 1990; Connelly & Ruark, 2010; Hater & Bass, 1988; Lowe et al., 1996) as found in the present study.

Findings of the effect of leadership style on outcome variables were quite different when leadership style data were collected from subordinates versus leaders, particularly for transformational leadership. Although subordinate ratings of transformational leadership were significantly related to both trust in leader and

leadership effectiveness, self-report transformational leadership did not have a significant effect on either trust in leader or on leadership effectiveness in the current study. These results may be explained by range restriction on transformational leadership scores. That is, results revealed that the range of the scores on the self-report transformational leadership was very limited (*Mean* = 4.36; *SD* = .37; *Range* = 1.58).

However, self-report transactional leadership (*Mean* = 3.14; *SD* = .75; *Range* = 3.50) significantly predicted trust in leader while it did not have a significant effect on leadership effectiveness. In other words, leaders who evaluated themselves as transactional were trusted more by their subordinates but were not perceived as effective by their followers.

As part of the main study, the moderator effect of leader's affect intensity on the relationship between leadership styles (i.e., transformational and transactional) and leadership outcomes (i.e., trust in leader and leadership effectiveness) were examined through 16 moderated regression analyses. Moderated regression analyses were conducted for both self-report leadership styles and perceived leadership styles. Since factor analysis results suggested that affect intensity consisted of '[affect] intensity' and '[affect] composure' factors, moderated regression analyses for affect intensity were conducted for these two factors separately.

The moderator effect of leader's [affect] intensity and [affect] composure on the relationship between self-report leadership styles (i.e., transformational and transactional) and leadership outcomes (i.e., trust in leader and leadership effectiveness) were examined through eight moderated regression analyses. Except for two interactions, interaction of self-report leadership style and leader's [affect] intensity and [affect] composure did not have a significant effect on outcome variables of either trust in leader or leadership effectiveness. These significant findings were especially important because the interactions were found to be significant even if the data were not collected from the same source. More specifically, [affect] intensity of leader moderated the relationship between self-report transactional leadership and perceived leadership effectiveness. That is, while self-report transactional leadership positively predicted perceived leadership effectiveness when the leader's [affect]

intensity was high, it was negatively related to leadership effectiveness when the leader's [affect] intensity was low. In other words, leaders who evaluated themselves as transactional were perceived as more effective by their followers when their [affect] intensity level was high.

Although the same interaction effect of transactional leadership and affect intensity was not found in the literature, some other literature findings were found to be supportive of present study findings. For instance, Groves's (2005) proposition of the existence of the argument that the most effective leaders are the ones who display their emotional and social skills may be considered as a foundation from literature for interaction effect of transactional leadership and [affect] intensity of leader in leadership effectiveness. Similarly, Torrence (2016) found that leader's affect intensity, when measured by the AIM (Larsen & Diener, 1984) as a general affect intensity construct, positively related to leader problem solving performance which could be seen as an indicator of leader effectiveness. Furthermore, Connelly and Ruark (2010) stated that both emotion type displayed by leader and leadership style influence perceived leadership effectiveness. The authors (2010) found that transactional leaders displaying positive emotions were perceived as more effective than transactional leaders displaying negative emotions. This relationship was explained by the mechanism of exchange relationships underlying transactional leadership. That is, subordinates might infer that they comprehend and meet task requirements correctly and perceive that the things go well when supervisors display positive affect. This perception, in turn, probably influence followers' positive attitudes toward perceived leadership effectiveness and satisfaction with the leader. Other research explains subordinates' reactions to supervisors' displayed emotions with mood contagion (Connelly and Ruark, 2010). For instance, Bono and Ilies (2006) showed that supervisors' expressing positive emotions enhanced positive moods of subordinates, and subordinates rated their leaders as more charismatic and effective due to their positive mood.

[Affect] composure of leader moderated the relationship between self-report transactional leadership and perceived leadership effectiveness as well. Specifically,

for high levels of [affect] composure of leader, self-report transactional leadership positively predicted leadership effectiveness whereas for low levels of [affect] composure of leader, self-report transactional leadership was not related to leadership effectiveness. To clarify, leaders who reported themselves as transactional were perceived as more effective by their subordinates only if leader's [affect] composure level was high. It should be noted that the significant interaction effect was found even when the data were collected from multiple sources. Furthermore, although self-report transactional leadership and [affect] composure of leader did not have significant direct effects on leadership effectiveness, self-report transactional leadership-[affect] composure of leader interaction predicted leadership effectiveness. Based on the cognitive resource theory (Fiedler & Garcia, 1987), individuals with high emotional intelligence prefer to preserve their cognitive resources and were not distracted by intense emotions (Antonakis, Ashkanasy, & Dasborough, 2009) which is a similar mechanism observed in individuals with high [affect] composure. Moreover, emotional intelligence of leader was found to be related to leadership effectiveness in many studies (Dabke, 2016; George, 2000; Harms & Crede, 2010; Rosete & Ciarrochi, 2005; Schaefer, 2015). Combining these two findings, transactional leaders with high [affect] composure may have been perceived as emotionally intelligent by their followers which in turn may have resulted in being perceived as effective.

These findings which showed that positive relationship between self-report transactional leadership and leadership effectiveness for both high levels of [affect] intensity and [affect] composure of leader may be interpreted as subordinates may need to see a leader who has a capability of both displaying emotions intensely as well as controlling them when required to rate her/his as effective. Riggio and Reichard (2008) supported this notion by proposing that leaders' emotional expressivity and emotional control skills may result in effective leadership behaviors. Furthermore, Griffith, Connelly, Thiel, and Johnson (2015) found that leaders may use different emotional display tactics in the CIP (i.e., charismatic, ideological, and pragmatic) leader types differentially. That is, findings of Griffith et al. (2015) may be interpreted as leaders' emotional characteristic may have differentiating effects on different leadership styles

as the interaction effect of transactional leadership and leader's affect intensity dimensions found in the present study.

There may be a number of plausible explanations as to why affect intensity of leader did not moderate leadership styles-trust in leader and/or leadership styles-leadership effectiveness relationships. One plausible explanation for not finding the expected moderator effect of leader's affect intensity in the transformational leadership-outcome relationships could be related to the strong effect of transformational leadership style on leadership outcomes. That is, transformational leadership appears to be an overarching leadership approach with its unique effect on the outcome variables, leaving no room for the effects of other variables such as affect intensity. Actually, the strong effects of transformational leadership on trust in leader (Dirks & Ferrin, 2002; Gillespie & Mann, 2004; Goodwin et al., 2011; Holtz & Harold, 2008; Pillai et al., 1999; Podsakoff et al., 1990; Podsakoff et al., 1996; Su-Jung Lin & Hsiao, 2014) and leadership effectiveness (Bass, 1990; Connelly & Ruark, 2010; Hater & Bass, 1988; Lowe et al., 1996) have already been well documented in many studies. Moreover, self-report transactional leadership positively related to trust in leader in the current study. Findings of these two studies could be interpreted that leadership style was found to be positively related to trust in leader even if the leadership style data were collected from multiple sources (i.e., subordinate and leader) in the present study.

Based on these findings, it is plausible to argue that leadership style could have played a major role in prediction of trust in leader and leadership effectiveness above and beyond an individual/a dispositional variable of leader's affect intensity. Supporting this argument, Connelly and Ruark (2010) found that the effect of leadership style was more important than leaders' displayed emotion in leader effectiveness. Specifically, subordinates perceived transformational leaders as effective notwithstanding leaders showed positive or negative emotions. However, transactional leaders' perceived effectiveness was conditional on the extent to which they displayed positive emotions. Hence, Connelly and Ruark's (2010) study findings support the present findings by showing precedence of transformational leadership style over an individual difference variable (i.e., leader's displayed emotion) in predicting perceived leadership

effectiveness. Hence, a related plausible explanation for the present findings may be that, contrary to the expectations in the present study, leader's affect intensity may simply not be a moderator in transformational leadership processes.

The present findings can also be explained by cultural differences. Since the AIM was newly translated to Turkish, the items generated in another culture may not have worked in our cultural context. factors.

4.4 Discussion of the Exploratory Study Findings

Because majority of moderation hypotheses were not supported, a number of exploratory analyses were conducted to examine the effects of possible other moderators in the relationship between leadership style and leadership outcomes. Subordinate's cultural orientation and affect intensity, which had positive significant bivariate correlations with trust in leader and leadership effectiveness, were examined as potential moderators in the leadership style-outcome relationships.

First, the potential moderating effect of subordinate's cultural orientation (i.e., 'individualism/collectivism' and 'power distance' factors) was examined.

Individualism/collectivism moderated the relationship between self-report transformational leadership and perceived leadership effectiveness. This finding was particularly valuable because significant interaction effect was found since data were collected from multiple sources. Transformational leaders were perceived to be more effective by their subordinates who were high on collectivism and they were not perceived as effective by their individualistic subordinates. This seemingly counterintuitive finding may be explained by cultural factors examined in Wasti, Tan, and Erdil's (2011) intercultural comparative study. The interpretation of benevolence, the antecedent of trust in leader, was different for Chinese and Turkish employees although these two cultures are both vertical (i.e, high power distance and collectivist). For Turkish employees, benevolence was more related to intimacy, selflessness, insightfulness about work-related issues, or cooperation whereas it was more linked to support and cooperation about professional issues for Chinese employees. That is, behaviors linked to benevolence for Turkish employees, seem to be more associated

with transformational leadership dimensions such as inspirational motivation and individualized consideration in our relatively collectivistic context. Accordingly, when findings of present study and Wasti, Tan, and Erdil's (2011) study combined, it can be argued that subordinates who endorse collectivistic values may have perceived their transformational leaders as more trustable and thereby more effective in the current study. Likewise, another study (Fikret-Paşa, Kabasakal, and Bodur, 2001) in which leadership was examined within the scope of Turkish culture may be examined for explanation of mentioned interaction effect found in the current study. The authors (2001) found that the most dominant organizational value in Turkey was collectivism, and collectivism was related to 'paternalistic-considerate' leadership behaviors which was the second most frequently observed leadership behavior in Turkey. An individual who was paternalistic and considerate was described as ideal leader. Similarly, paternalistic leadership influenced subordinates' attitudes positively in collectivistic and high power-distance cultures such as Turkey in Gelfand, Erez, and Aycan (2007). Since, the transformational leadership dimension of the TLS utilized in the present study included the items related to paternalistic-considerate behaviors, subordinates with high collectivism orientation may have evaluated transformational leaders as more effective. Hence, the interaction of transformational leadership and collectivism in predicting leadership effectiveness in the present study may be interpreted as a replication of Fikret-Paşa et al.'s (2001) study findings.

Secondly, the effect of subordinate's own affect intensity (i.e., [affect] intensity and [affect] composure) was examined as another potential moderator on an exploratory basis.

[Affect] composure of subordinate moderated the relationship between self-report transformational leadership and leadership effectiveness. Specifically, leaders who reported they were high in transformational leadership style were perceived as more effective by their subordinates whose [affect] composure was high. Yet, when subordinate's [affect] composure was low, self-report transformational leadership did not predict leadership effectiveness. The importance of this finding is twofold. First, this interaction was found using multi-source data. Second, although self-report

transformational leadership style did not have a significant direct effect on leadership effectiveness, self-report transformational leadership predicted leadership effectiveness for followers with high [affect] composure. Subordinates who stayed calm and in-control in response to emotion provoking situations evaluated leaders who claimed to be engaging in transformational leadership style as more effective. These subordinates may have believed that these leaders and themselves were as similar in terms of rationality (one of the transformational leadership behaviors according to Bass, (1990)) and self-control, and this may have caused these subordinates' perceiving these leaders as effective.

Taken together the above discussed two interaction effects suggest that followers with high collectivism and high [affect] composure perceived transformational leaders as more effective. Further studies are needed to both replicate and understand these observed effects.

4.5 Contributions and Practical Implications of the Study

I believe the present study makes contributions to the leadership literature in several ways. An important contribution of this study is that I replicated the strong effect of transformational leadership on trust in leader and leadership effectiveness. Findings of this study further yielded support that as transformational leadership increases, subordinates trust in their leader and perceived leader effectiveness also increase. According to the literature, subordinates' trust in leader is important due to its relationship with critical individual and organizational level outcomes such as job satisfaction (Dirks & Ferrin, 2002; Driscoll, 1978, Pillai et al., 1999), job performance (Dirks & Ferrin, 2002), satisfaction with leader (Dirks & Ferrin, 2002), leader effectiveness (Bass, 1990; Gillespie & Mann, 2004), organizational commitment (Dirks & Ferrin, 2002; Liou, 1995; Pillai et al., 1999), organizational citizenship behaviors (OCBs) (Dirks & Ferrin, 2002; Pillai et al., 1999; Podsakoff et al., 1990; Su Jung Lin & Hsiao, 2014), and turnover intentions (Dirks & Ferrin, 2002). Similarly, perceived leadership effectiveness influenced job satisfaction (Joey, 2019; Loke, 2001), organizational commitment, productivity (Loke, 2001), organizational citizenship behaviors, job characteristics perceptions (Choudhary, Kumar, & Philip,

2015), and organizational health (Dhavani, 2018). In addition, I think that when followers trust in their leader, they may be more likely to be in a better mood in general which in turn could yield positive organizational climate. Hence, leaders who desire to improve these outcomes in the organization by increasing levels of subordinates' trust in leader and perceptions of leader effectiveness are recommended to engage in transformational leadership style more. As a practical implication of this finding, organizations aiming to enhance the above mentioned desirable outcomes should invest in selecting and developing leaders with transformational leadership qualities.

Another contribution of this study is that finding moderation effects of leader's [affect] intensity and [affect] composure on self-report transactional leadership-leadership effectiveness as well as subordinates' [affect] composure on self-report transformational leadership-leadership effectiveness relationship. This finding is critical because it draws attention to the importance of individual factors in leadership effectiveness perceptions in addition to leadership styles. Thus, for instance, leader's affect intensity may be taken into consideration in selection or rotation processes.

The finding that subordinates' collectivism moderated the relationship between self-report transformational leadership and leadership effectiveness also contributes to literature by replicating the effects of cultural factors in leadership processes (Fikret-Paşa et al., 2001; Wasti, Erdaş, & Dural, 2013; Wasti, Tan, & Erdil, 2011). Hence, leaders should consider dominant cultural values in the organization while adapting their leadership style and/or behaviors.

Lastly, another contribution of the present study is that the affect intensity measure, which is originally developed in English, was adopted to Turkish. This measure could be used for academic purposes in future research as well as practical purposes in organizational processes.

4.6 Strengths and Limitations

There are several strengths and limitations of the present study that should be noted in interpretation of findings. As a first strength, sample of the study consists of a fairly good number participants representing different sectors which increases the

generalizability of the findings. Using matched sample (i.e., subordinates and their supervisors) as data collection strategy is another strength of the study. As a last strength, the AIM was translated into Turkish and used in Turkish for the first time in the literature.

In addition to its strengths, there are a number of limitations of the present study. First, in measuring affect intensity I relied on self-report data which is known to be prone to a wide range of biases such as self-inflation (Anderson, Warner, & Spencer, 1984; Van Iddekinge, Raymark, & Roth, 2005) and social desirability (Forde, 2010; Soubelet & Salthouse, 2011). Future research may utilize diverse data sources, such as peer report, to tackle the problems arising from self-report. Furthermore, to measure affect intensity of leader, a new scale may be developed to measure particularly work-related affect intensity which would probably be more related to leadership outcomes.

Second, collecting data from multiple sources (self-report and other report) using matched sample to overcome single source bias may be considered as both a strength and a limitation of the study. Methodologically speaking, using multiple sources creates an advantage. However, as a limitation, even though subordinates, who provided their supervisor's/leader's name to collect data from them, were explained that their responses would be kept confidential, they could have been concerned about the possibility of someone in the organization having access to their responses. Accordingly, subordinates may have given biased (e.g., socially desirable) responses in such a way that they may have reflected their leaders more trustable and effective than they really were.

The third limitation of study is that cross-sectional nature of the data makes it impossible to talk about cause-effect relationships between affect intensity and outcome variables of interests. Hence, as proposed by Schimmack and Diener (1997), future studies should employ longitudinal designs, in which diary keeping method may be used to assess affect intensity.

The last limitation of present study may be about measuring transactional leadership by a scale with relatively few items (i.e., six items) and low reliability. Future studies should/could use a psychometrically sounder measure of the construct.

4.7 Suggestions for Future Research

Future research is recommended to note the following suggestions. First, it is suggested that future research should improve the AIM in terms of its psychometric soundness using in a different context since it is the first time use of this measure. Second, in addition to measuring individuals' affect intensity in a cross-sectional way, longitudinal designs may be used in future research by utilizing diary keeping method.

In addition to leader's affect intensity other moderators could be used in leadership style-leadership outcomes relationship. For instance, it is recommended that future research examine the effects of Hofstede's (1983) other cultural dimensions, which were not studied within the scope of the present study, such as masculinity/femininity and uncertainty avoidance as possible other moderators in leadership style-leadership outcomes relationship.

Moreover, since subordinate's affect intensity was also found as an alternative moderator in leadership styles-leadership outcomes relationship, future research may examine the effect of subordinate's affect intensity in different organizational outcomes in different samples. For instance, the role of affect intensity in emotional labor, emotional regulation and job performance processes may be studied. Specifically, it could be studied whether affect intensity of subordinate would influence job performance of subordinates who need to frequently engage in emotional labor strategies in some specific jobs such as service employees, sales people, call-center employees etc. For instance, individuals with high negative affect intensity may have more difficulty in displaying proper emotional labor behaviors when they confront a negative event at work which might result in decrease in their job performance. On the other hand, those individuals' job performance may not decrease if they engage in proper emotional labor strategies. Likewise, affect intensity of subordinate may influence job stress of those individuals who have to display

frequently emotional labor behaviors. Based on the study of Lynch et al. (2001), it may be expected that employees with high negative affect intensity may be more likely to experience job stress when they use inhibition or avoiding strategies for their emotions and thoughts.

4.8 Conclusions

The present study showed that perceived transformational leadership positively predicted trust in leader and leadership effectiveness while perceived transactional leadership did not have a significant effect on either trust in leader or perceived leadership effectiveness. When leadership style data were gathered from leaders themselves, however, it was found that self-report transformational leadership did not have a significant effect on either trust in leader or perceived leadership effectiveness while self-report transactional leadership significantly predicted trust in leader, but it was not related to perceived leadership effectiveness.

About the moderating effect of leader's affect intensity, this study showed that except for two interactions, affect intensity of leader was not a significant moderator on the relationship between leadership styles and outcomes of trust in leader and perceived leadership effectiveness. [Affect] intensity and [affect] composure of leader marginally moderated the relationship between self-report transactional leadership and perceived leadership effectiveness. However, exploratory analyses findings suggested that subordinate's affect intensity and cultural orientation were alternative moderators in leadership styles-leadership outcomes relationships.

In sum, the basic message of this study is that leaders need to adapt, and organizations need to foster transformational leadership style more and that subordinate's affect intensity and cultural orientation are critical in achieving distal organizational outcomes of trust in leader and perceived leader effectiveness.

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APPENDICES

APPENDIX A: PRE STUDY-INFORMED CONSENT FORM

Gönüllü Katılım Formu

Bu çalışma, Orta Doğu Teknik Üniversitesi Psikoloji Bölümü öğretim üyesi Prof. Dr. H. Canan Sümer danışmanlığında, ODTÜ Endüstri ve Örgüt Psikolojisi Yüksek Lisans Programı öğrencisi Esra Aylin Kanaz tarafından yürütülen yüksek lisans tezi ön çalışmasıdır.

Çalışmada kişilerin duygu durumlarının, liderlik süreçlerindeki rolü incelenmektedir. Bu çalışmada sizden beklenen, izleyen bölümde yer alan anketin başındaki açıklamaları dikkatlice okuyarak, sizin için en uygun olan cevabı işaretlemenizdir. Anket sorularının doğru veya yanlış cevabı yoktur. Bu çalışmaya katılım ortalama olarak 5 dakika sürmektedir.

Çalışmaya katılım tamamen gönüllülük esasına dayanmaktadır. Çalışmada sizden kimlik belirleyici hiçbir bilgi istenmeyecektir. Cevaplarınız tamamıyla gizli tutulacak ve sadece araştırmacılar tarafından grup düzeyinde değerlendirilecektir. Anket, genel olarak kişisel rahatsızlık verecek sorular içermemektedir. Ancak, katılım sırasında, sorulardan ya da herhangi bir nedenden dolayı kendinizi rahatsız hissederseniz, cevaplama işini yarıda bırakabilirsiniz.

Bu çalışmaya katıldığınız için şimdiden teşekkür ederiz. Çalışma hakkında daha fazla bilgi almak için Prof. Dr. H. Canan Sümer (E-posta: hcanan@metu.edu.tr) ya da Esra Aylin Kanaz (E-posta: aylinkanaz@gmail.com) ile iletişim kurabilirsiniz.

Bu çalışmaya tamamen gönüllü olarak katılıyorum ve istediğim zaman yarıda kesip çıkabileceğimi biliyorum. Verdiğim bilgilerin bilimsel amaçlı yayımlarda kullanılmasını kabul ediyorum.

Evet ()

Hayır ()

Tarih:/...../.....

APPENDIX B: PRE STUDY-DEMOGRAPHIC INFORMATION FORM

Demografik Bilgiler Anketi

Lütfen aşağıda yer alan kişisel bilgileri doldurunuz.

1. Cinsiyetiniz: Kadın () Erkek ()
2. Yaşınız:
3. Bölümünüz:
4. Sınıfınız:
5. Genel Not Ortalamanız:/4.00

APPENDIX C: PRE STUDY-AFFECT INTENSITY MEASURE

Yönerge: Aşağıdaki maddeler tipik/gündelik olaylara verilen duygusal tepkileri içermektedir. Lütfen her bir maddede ifade edilen tepkiyi ne sıklıkla verdiğinizi belirtiniz. Sunulan 6 basamaklı ölçek üzerinde cevabınızı en iyi yansıtan rakamı işaretleyiniz. Lütfen her bir maddeyi SİZİN verdiğiniz tepkileri düşünerek yanıtlayınız, başkalarının vereceğini düşündüğünüz ya da verilmesi gerektiğini düşündüğünüz tepkilere göre yanıtlamayınız. Lütfen bütün maddelere cevap veriniz. Rakamların anlamları şu şekildedir:

1	2	3	4	5	6
Hiçbir Zaman	Neredeyse Hiçbir Zaman	Ara sıra	Genellikle	Neredeyse Her Zaman	Her Zaman

MADDELER						
1. Zor bir şeyi başardığımda çok sevinçli ve coşkulu hissederim.	1	2	3	4	5	6
2. Mutlu olduğumda hissettiğim güçlü bir coşkidur.	1	2	3	4	5	6
3. Diğer insanlarla birlikte olmaktan çok keyif alırım.	1	2	3	4	5	6
4. Yalan söylediğimde kendimi oldukça kötü hissederim.	1	2	3	4	5	6
5. Küçük bir kişisel problemi çözdüğümde, kendimi aşırı mutlu hissederim.	1	2	3	4	5	6
6. Duygularımı çoğu insana göre daha yoğun yaşarım.	1	2	3	4	5	6
7. Mutlu ruh hallerim o kadar güçlüdür ki kendimi cennetteymişim gibi hissederim.	1	2	3	4	5	6
8. Aşırı derecede hevesleniveririm.	1	2	3	4	5	6
9. İmkânsız olduğunu düşündüğüm bir işi tamamladığımda, aşırı mutlu hissederim.	1	2	3	4	5	6
10. Heyecan verici bir olayın gerçekleşmesini beklerken kalbim deli gibi çarpar.	1	2	3	4	5	6

11. Hüzünlü filmler beni derinden etkiler.	1	2	3	4	5	6
12. Mutlu olduğumda hissettiklerimi, heyecan ve şevkten daha çok dertsizlik ve memnuniyet olarak tanımlayabilirim.	1	2	3	4	5	6
13. Bir grubun önünde ilk defa konuştuğumda, sesim titrer ve kalbim deli gibi çarpar.	1	2	3	4	5	6
14. İyi bir şey olduğunda, genelde herkesten çok daha sevinçli olurum.	1	2	3	4	5	6
15. Arkadaşlarım duygusal olduğumu söyleyebilirler.	1	2	3	4	5	6
16. En çok sevdiğim hatıralarım şevkli ve heyecanlı olduğum değil, halimden memnun ve huzurlu hissettiğim anlardır.	1	2	3	4	5	6
17. Kötü bir şekilde incinmiş/yaralanmış birinin görüntüsü, beni çok kötü etkiler.	1	2	3	4	5	6
18. Kendimi iyi hissettiğimde, iyi ruh halinden çok daha sevinçli bir ruh haline kolaylıkla geçebilirim.	1	2	3	4	5	6
19. Sakin ve soğukkanlı olarak tanımlanabilirim.	1	2	3	4	5	6
20. Mutlu olduğumda sevinçten kabıma sığamam.	1	2	3	4	5	6
21. Gazetede kötü bir trafik kazasının fotoğrafını gördüğümde mideme ağrılar girer.	1	2	3	4	5	6
22. Mutlu olduğumda, kendimi çok enerjik hissederim.	1	2	3	4	5	6
23. Bir ödül aldığımda aşırı mutlu olurum.	1	2	3	4	5	6
24. Bir şeyi başardığımda, tepkim sakın kalarak memnuniyetimi göstermek şeklinde olur.	1	2	3	4	5	6
25. Yanlış bir şey yaptığımda, yoğun bir utanç ve suçluluk duygusu hissederim.	1	2	3	4	5	6
26. En zor zamanlarda bile sakın kalabilirim.	1	2	3	4	5	6
27. İşler yolunda gittiğinde dünyalar benim olur.	1	2	3	4	5	6
28. Sinirlendiğimde bile mantıklı hareket etmek ve aşırı tepki vermemek benim için kolaydır.	1	2	3	4	5	6
29. Bir şeyi çok iyi yaptığımı bildiğim zaman, kendimi heyecanlı ve sevinçli olmaktan çok, rahatlamış ve memnun hissederim.	1	2	3	4	5	6
30. Kaygı yaşıyorsam, bunu genellikle çok kuvvetli bir şekilde yaşarım.	1	2	3	4	5	6
31. Olumsuz ruh hallerimi hafif şiddette yaşarım.	1	2	3	4	5	6
32. Bir şey hakkında heyecanlandığımda duygularımı herkesle paylaşmak isterim.	1	2	3	4	5	6

33. Mutluluğumu sakın bir memnuniyet duygusu ile yaşarım.	1	2	3	4	5	6
34. Arkadaşlarım muhtemelen benim gergin ve çok sinirli biri olduğumu söyleyeceklerdir.	1	2	3	4	5	6
35. Mutlu olduğumda enerjiyle dolup taşarım.	1	2	3	4	5	6
36. Suçluluk duyduğumda, bu hissim oldukça güçlüdür.	1	2	3	4	5	6
37. Mutlu ruh hallerimi, keyiften çok, memnuniyete daha yakın bir özellik olarak nitelendirebilirim.	1	2	3	4	5	6
38. Birisi bana iltifat ettiğinde mutluluktan uçarım.	1	2	3	4	5	6
39. Heyecanlandığımda, her tarafım titrer.	1	2	3	4	5	6
40. Mutlu olduğumda hissettiğim duygu, sevinç ve coşkudan çok, memnuniyet ve iç huzurdur.	1	2	3	4	5	6

APPENDIX D: PRE STUDY-DEBRIEFING FORM

Katılım Sonrası Bilgilendirme Formu

Bu çalışma, daha önce de belirtildiği gibi ODTÜ Endüstri ve Örgüt Psikolojisi Yüksek Lisans Programı öğrencisi Esra Aylin Kanaz tarafından Prof. Dr. H. Canan Sümer danışmanlığında yüksek lisans tezi ön çalışması kapsamında yürütülmektedir.

Çalışmada sizden ‘duygu durumu yoğunluğu’ anketini doldurmanız istenmiştir. Tez çalışmasının asıl amacı, liderlik stili ile lidere duyulan güven arasındaki ilişkiyi ve duygu durumu yoğunluğunun bu ilişkideki düzenleyici rolünü incelemektir. Ankete verdiğiniz cevaplar, belirtilen olası ilişkiyi incelemeye katkıda bulunacaktır.

Liderlik literatürü, liderlik stilinin, lidere duyulan güveni etkileyen unsurlardan biri olduğunu göstermiştir. Bu bulgular ışığında, liderin pozitif duyguları yoğun yaşamasının, dönüştürücü liderlik stili ile lidere güven arasındaki pozitif ilişkiyi daha da artıracak; negatif duyguları yoğun yaşamasının ise söz konusu ilişkiyi zayıflatacağı öngörülmektedir.

Elde edilen bilgiler sadece bilimsel araştırma ve yazılarda kullanılacaktır. Bu çalışmaya katıldığınız için tekrar çok teşekkür ederiz.

Çalışmanın sonuçlarını öğrenmek ya da daha fazla bilgi almak için aşağıdaki isimlere başvurabilirsiniz.

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

Esra Aylin Kanaz (E-posta: aylinkanaz@gmail.com)

Çalışmaya katkıda bulunan bir gönüllü olarak, katılımcı haklarınızla ilgili veya etik ilkelerle ilgili soru veya görüşlerinizi ODTÜ Uygulamalı Etik Araştırma Merkezi’ne iletebilirsiniz.

E-posta: ueam@metu.edu.tr

APPENDIX E: MAIN STUDY-INFORMED CONSENT FORM FOR SUBORDINATES

Gönüllü Katılım Formu

Değerli Katılımcı,

Bu çalışma, Orta Doğu Teknik Üniversitesi Endüstri ve Örgüt Psikolojisi Yüksek Lisans Programı öğrencisi Esra Aylin Kanaz tarafından, ODTÜ Psikoloji Bölümü öğretim üyesi Prof. Dr. H. Canan Sümer danışmanlığında yürütülen bir yüksek lisans tezi çalışmasıdır.

Çalışmanın amacı, liderlik stili ile lidere duyulan güven arasındaki ilişkiyi ve duygu durumu yoğunluğunun bu ilişkideki rolünü araştırmaktır. Bu çalışmada sizden beklenen, her anketin başındaki açıklamaları dikkatlice okuyarak, sizin için en uygun olan cevabı işaretlemenizdir. Anket sorularının doğru veya yanlış cevabı yoktur. Bu çalışmaya katılım ortalama olarak 15 dakika sürmektedir.

Çalışmaya katılım tamamen gönüllülük esasına dayanmaktadır. Çalışmada sizden kimlik belirleyici hiçbir bilgi istenmeyecektir. Cevaplarınız tamamıyla gizli tutulacak ve sadece araştırmacılar tarafından grup düzeyinde değerlendirilecektir. Çalışmadan elde edilecek sonuçlar sadece bilimsel amaçlı olarak kullanılacak, kesinlikle hiçbir kişi ya da kurum ile paylaşılmayacaktır. Anket, genel olarak kişisel rahatsızlık verecek sorular içermemektedir. Ancak, katılım sırasında, sorulardan ya da herhangi bir nedenden dolayı kendinizi rahatsız hissederseniz, cevaplama işini yarıda bırakabilirsiniz.

Bu çalışmaya katıldığınız için şimdiden teşekkür ederiz. Çalışma hakkında daha fazla bilgi almak için Psikoloji Bölümü öğretim üyesi Prof. Dr. H. Canan Sümer (E-posta: hcanan@metu.edu.tr) ya da yüksek lisans öğrencisi Esra Aylin Kanaz (E-posta: aylinkanaz@gmail.com) ile iletişim kurabilirsiniz.

Bu çalışmaya tamamen gönüllü olarak katılıyorum ve istediğim zaman yarıda kesip çıkabileceğimi biliyorum. Verdiğim bilgilerin bilimsel amaçlı yayımlarda kullanılmasını kabul ediyorum.

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Tarih:/...../.....

APPENDIX F: MAIN STUDY-AFFECT INTENSITY MEASURE (AIM)

Yönerge: Aşağıdaki maddeler tipik/gündelik olaylara verilen duygusal tepkileri içermektedir. Lütfen her bir maddede ifade edilen tepkiyi ne sıklıkla verdiğinizi belirtiniz. Sunulan 6 basamaklı ölçek üzerinde cevabınızı en iyi yansıtan rakamı işaretleyiniz. Lütfen her bir maddeyi SİZİN verdiğiniz tepkileri düşünerek yanıtlayınız, başkalarının vereceğini düşündüğünüz ya da verilmesi gerektiğini düşündüğünüz tepkilere göre yanıtlamayınız. Rakamların anlamları şu şekildedir:

1	2	3	4	5	6
Hiçbir Zaman	Neredeyse Hiçbir Zaman	Ara sıra	Genellikle	Neredeyse Her Zaman	Her Zaman

MADDELER						
1. Mutlu olduğumda hissettiğim güçlü bir coşkidur.	1	2	3	4	5	6
2. Yalan söylediğimde kendimi oldukça kötü hissederim.	1	2	3	4	5	6
3. Küçük bir kişisel problemi çözdüğümde, kendimi aşırı mutlu hissederim.	1	2	3	4	5	6
4. Duygularımı çoğu insana göre daha yoğun yaşarım.	1	2	3	4	5	6
5. Mutlu ruh hallerim o kadar güçlüdür ki kendimi cennetteymişim gibi hissederim.	1	2	3	4	5	6
6. Aşırı derecede hevesleniririm.	1	2	3	4	5	6
7. İmkânsız olduğunu düşündüğüm bir işi tamamladığımda, aşırı mutlu hissederim.	1	2	3	4	5	6
8. Heyecan verici bir olayın gerçekleşmesini beklerken kalbim deli gibi çarpar.	1	2	3	4	5	6
9. Hüzünlü filmler beni derinden etkiler.	1	2	3	4	5	6

10. Mutlu olduğumda hissettiklerimi heyecan ve şevkten daha çok dertsizlik ve memnuniyet olarak tanımlayabilirim.	1	2	3	4	5	6
11. Bir grubun önünde ilk defa konuştuğumda, sesim titrer ve kalbim deli gibi çarpar.	1	2	3	4	5	6
12. İyi bir şey olduğunda, genelde herkesten çok daha sevinçli olurum.	1	2	3	4	5	6
13. Arkadaşlarım duygusal olduğumu söyleyebilirler.	1	2	3	4	5	6
14. En çok sevdiğim hatıralarım şevkli ve heyecanlı olduğum değil, halimden memnun ve huzurlu hissettiğim anlardır.	1	2	3	4	5	6
15. Kötü bir şekilde incinmiş/yaralanmış birinin görüntüsü, beni çok kötü etkiler.	1	2	3	4	5	6
16. Kendimi iyi hissettiğimde, iyi ruh halinden çok daha sevinçli bir ruh haline kolaylıkla geçebilirim.	1	2	3	4	5	6
17. Sakin ve soğukkanlı olarak tanımlanabilirim.	1	2	3	4	5	6
18. Mutlu olduğumda sevinçten kabıma sığamam.	1	2	3	4	5	6
19. Gazetede kötü bir trafik kazasının fotoğrafını gördüğümde mideme ağrılar girer.	1	2	3	4	5	6
20. Mutlu olduğumda, kendimi çok enerjik hissederim.	1	2	3	4	5	6
21. Bir ödül aldığımda aşırı mutlu olurum.	1	2	3	4	5	6
22. Bir şeyi başardığımda, tepkim sakın kalarak memnuniyetimi göstermek şeklinde olur.	1	2	3	4	5	6
23. Yanlış bir şey yaptığımda, yoğun bir utanç ve suçluluk duygusu hissederim.	1	2	3	4	5	6
24. En zor zamanlarda bile sakın kalabilirim.	1	2	3	4	5	6
25. İşler yolunda gittiğinde dünyalar benim olur.	1	2	3	4	5	6
26. Sinirlendiğimde bile mantıklı hareket etmek ve aşırı tepki vermemek benim için kolaydır.	1	2	3	4	5	6
27. Bir şeyi çok iyi yaptığımı bildiğim zaman, kendimi heyecanlı ve sevinçli olmaktan çok, rahatlamış ve memnun hissederim.	1	2	3	4	5	6
28. Kaygı yaşıyorsam, bunu genellikle çok kuvvetli bir şekilde yaşarım.	1	2	3	4	5	6

29. Olumsuz ruh hallerimi hafif şiddette yaşarım.	1	2	3	4	5	6
30. Bir şey hakkında heyecanlandığımda duygularımı herkesle paylaşmak isterim.	1	2	3	4	5	6
31. Mutluluğumu sakın bir memnuniyet duygusu ile yaşarım.	1	2	3	4	5	6
32. Mutlu olduğumda enerjiyle dolup taşarım.	1	2	3	4	5	6
33. Suçluluk duyduğumda, bu hissim oldukça güçlüdür.	1	2	3	4	5	6
34. Mutlu ruh hallerimi, keyiften çok, memnuniyete daha yakın bir özellik olarak nitelendirebilirim.	1	2	3	4	5	6
35. Birisi bana iltifat ettiğinde mutluluktan uçarım.	1	2	3	4	5	6
36. Heyecanlandığımda, her tarafım titrer.	1	2	3	4	5	6
37. Mutlu olduğumda hissettiğim duygu, sevinç ve coşkudan çok, memnuniyet ve iç huzurdur.	1	2	3	4	5	6

**APPENDIX G: TRANSFORMATIONAL LEADERSHIP SCALE (TLS)-
SUBORDINATE VERSION**

Yönerge: Aşağıda yöneticinizin yaklaşım ve davranışlarına yönelik ifadeler yer almaktadır. Lütfen her bir ifadeyi dikkatlice okuyarak, söz konusu ifadeye ne ölçüde katıldığınızı, 5 basamaklı ölçek üzerinde uygun rakamı işaretleyerek belirtiniz.

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum (Kararsızım)	Katılıyorum	Kesinlikle katılıyorum

MADDELER					
1. Yöneticim beni bir görev için motive etmeye çalışırken, görevle ilgili içsel motivasyonumu yükseltmeye çabalar.	1	2	3	4	5
2. Yöneticim, benim ve takım arkadaşlarımdan yetkinliklerinin, işle ilgili kişisel ilgi ve ihtiyaçlarının farkında olarak her birimizi nasıl motive edeceğini bilir.	1	2	3	4	5
3. Yöneticim olası herhangi bir hatamı tespit etmek ve gerekirse müdahalede bulunabilmek için sıklıkla davranışlarımı gözler ve kontrol eder.	1	2	3	4	5
4. Yöneticim işleri planlar ve yürütürken bizi de fikir üretmemiz için teşvik eder ve önerilerimizi dinler.	1	2	3	4	5
5. Yöneticim işyerinde kendimi aile ortamında gibi hissettirir.	1	2	3	4	5
6. Yöneticim yaptıklarımın kısa veya uzun vadede firmaya sağlayacağı katkılar konusunda beni bilgilendirir.	1	2	3	4	5

7. Yöneticim istediği bir işi yapamadığımda çeşitli yollarla yaptırım uygular.	1	2	3	4	5
8. Yöneticim iş yapış tarzı, kişisel özellikleri ve iletişim becerisiyle bize iyi bir örnek teşkil eder.	1	2	3	4	5
9. Yöneticim düşüncelerimi özgürce ifade edebilmem için beni teşvik eder.	1	2	3	4	5
10. Yöneticim beni varsayılanı sorgulamaya, yeni çözüm yolları üretmeye teşvik eder; yaratıcılığımı destekler.	1	2	3	4	5
11. Yöneticim alandaki yenilikleri takip etmemiz için teşvik eder.	1	2	3	4	5
12. Yöneticimin herhangi bir işi yaptırmak için tehdit kullandığı olur.	1	2	3	4	5
13. Yöneticim iş süreçleriyle ilgili tüm bildiklerini bana aktarmaya çabalar.	1	2	3	4	5
14. Yöneticim eksik veya gelişime açık yönlerim için eğitimler planlar.	1	2	3	4	5
15. Yöneticim bana onun da benden öğrenebilecekleri olduğunu hissettirir.	1	2	3	4	5
16. Yöneticim beni bir çalışan olmanın dışında bir insan olarak da önemser.	1	2	3	4	5
17. Yöneticim ancak istediği işi, istediği şekilde tamamlarsam beni ödüllendirir.	1	2	3	4	5
18. Yöneticim bize performans hedefleri koyar ve bizi başarılı olduğumuz ölçüde ödüllendirir.	1	2	3	4	5
19. Yöneticim mesai saatlerimin bir bölümünü, aklımdaki yeni projeler üzerinde çalışmam için kullanmama müsaade eder.	1	2	3	4	5
20. Yöneticim ihtiyaç duyduğumda iş dışı özel problemlerim için bana yardım eder.	1	2	3	4	5
21. Yöneticim ancak verdiğim kadarını alabileceğimi hissettirir; ilişkimiz bir çeşit ticarete benzer.	1	2	3	4	5
22. Yöneticim istersem iş dışı konularda da benimle konuşur.	1	2	3	4	5
23. Yöneticim bana saygılı davranır.	1	2	3	4	5
24. Yöneticim davet etmem halinde özel hayatımdaki önemli sosyal etkinliklere (düğün, doğum günü gibi) katılır.	1	2	3	4	5

25. Yöneticim inisiyatif almamı destekler.	1	2	3	4	5
26. Yöneticim gerektiğinde bize önemli sorumluluklar verir.	1	2	3	4	5
27. Yöneticim bana yaptığım işin değerli ve işe yarar olduğunu hissettirir.	1	2	3	4	5
28. Yöneticim bana bir görev verdikten sonra, hata yapmamı önlemek için talimat vermeye devam eder.	1	2	3	4	5
29. Yöneticim beğendiği fikirlerimi takdir etmekle kalmaz, onları uygulamaya geçirmemi de teşvik eder.	1	2	3	4	5
30. Yöneticim bana ve takım arkadaşlarıma olumlu özelliklerimizi ve yeteneklerimizi hatırlatarak, yapabileceklerimiz ve başarabileceklerimiz konusunda bizi heyecanlandırır.	1	2	3	4	5
31. Yöneticim görev dağılımı yaparken, kişisel ilgilerimizi ve yeteneklerimizi de göz önünde bulundurur.	1	2	3	4	5
32. Yöneticim hem mesleki hem kişisel gelişimim için çeşitli seminerlere katılımımı destekler.	1	2	3	4	5

**APPENDIX H: LEADERSHIP EFFECTIVENESS SCALE (LES)-
SUBORDINATE VERSION**

Yönerge: Birazdan okuyacağınız ifadeler, yöneticinizin yaklaşım ve davranışlarıyla ilgilidir. Lütfen cümleleri dikkatlice okuyarak söz konusu ifadeye ne ölçüde katıldığınızı, 5 basamaklı ölçek üzerinde, ilgili kutucuktaki size uygun olan rakamı işaretleyerek belirtiniz.

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum (Kararsızım)	Katılıyorum	Kesinlikle katılıyorum

MADDELER					
1. Yöneticim vizyon sahibidir.	1	2	3	4	5
2. Yöneticim etkin bir liderdir.	1	2	3	4	5
3. Yöneticim çalışanlarını motive eder.	1	2	3	4	5
4. Yöneticim, çalışanların performansını iyileştirmeye yönelik geri bildirim verir.	1	2	3	4	5
5. Yöneticim çalışanlar arası iş birliği ve uyumu destekler.	1	2	3	4	5
6. Yöneticim iyi yapılan işi takdir eder.	1	2	3	4	5
7. Yöneticim konusuna hâkimdir.	1	2	3	4	5
8. Yöneticimin mesleki bilgisine güvenirim.	1	2	3	4	5

APPENDIX I: BEHAVIORAL TRUST INVENTORY (BTI)

Yönerge: Aşağıdaki ifadeler yöneticiniz hakkında duygu ve düşünceler içermektedir. Lütfen yöneticinizi/amirinizi düşünerek, bu ifadelere ne ölçüde katıldığınızı, 5 basamaklı ölçek üzerinde uygun rakamı işaretleyerek belirtiniz.

1	2	3	4	5
Hiç katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum	Katılıyorum	Tamamen katılıyorum

MADDELER					
1. Yöneticimle/amirimle kişisel inançlarımı (örneğin dini, politik) paylaşıyorum.	1	2	3	4	5
2. İşimi etkileyen kişisel meseleleri yöneticime/amirime açarım.	1	2	3	4	5
3. Önemli bir konuda yöneticimin/amirimin benim yararımı gözeteyeceğine inanırım.	1	2	3	4	5
4. Olumsuz bile olsa işle ilgili gerçekten ne hissettiğim konusunda ona açılırım.	1	2	3	4	5
5. Aleyhime kullanılabilecek de olsa işle ilgili sorunları onunla konuşurum.	1	2	3	4	5
6. Yöneticimin/amirimin benim yaptığım işleri başkalarına doğru aktaracağına inanırım.	1	2	3	4	5
7. Yöneticimin/amirimin önemli konulardaki tavsiyelerine uyarım.	1	2	3	4	5
8. Kişisel duygularımı onunla paylaşıyorum.	1	2	3	4	5
9. Başka bir işe başvururken yöneticimin /amirimin benim için referans vermesini isterim.	1	2	3	4	5
10. Yöneticimin/amirimin işle ilgili kararlarına güvenirim.	1	2	3	4	5
11. İşler ters gittiğinde sırtımı ona dayarım.	1	2	3	4	5
12. Yöneticimin/amirimin göreviyle ilgili beceri ve yeteneklerine güvenirim.	1	2	3	4	5

APPENDIX J: CULTURE SCALE

Yönerge: Aşağıda yaşamın çeşitli alanlarına ilişkin ifadeler sunulmaktadır. Lütfen her bir maddede ifade edilen görüşe ne ölçüde katıldığınızı, 5 basamaklı ölçek üzerinde uygun rakamı işaretleyerek belirtiniz.

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

MADDELER					
1. Grubun refahı, bireysel çıkarlardan daha önemlidir.	1	2	3	4	5
2. Grup başarısı, bireysel başarıdan daha önemlidir.	1	2	3	4	5
3. İşyerindeki grubunuzun üyeleri tarafından kabul edilmek çok önemlidir.	1	2	3	4	5
4. Çalışanlar, grubun refahını düşündükten sonra kişisel amaçlarına yönelmelidirler.	1	2	3	4	5
5. Kişisel amaçlar zarar görse bile, yöneticiler grup bağlılığını teşvik etmelidir.	1	2	3	4	5
6. Kişilerden, grup başarısına katkıda bulunmak için, kendi amaçlarından vazgeçmeleri beklenebilir.	1	2	3	4	5
7. Yöneticiler çoğu kararlarını çalışanlarına danışmadan vermelidirler.	1	2	3	4	5
8. Yöneticilerin, çalışanlarıyla ilgilenirken genellikle güç ve otorite kullanmaları gereklidir.	1	2	3	4	5
9. Yöneticiler çalışanların fikirlerini nadiren sormalıdır.	1	2	3	4	5
10. Yöneticiler çalışanlarıyla iş dışında sosyal ilişki kurmaktan kaçınmalıdır.	1	2	3	4	5
11. Çalışanlar yönetim kararlarına karşı çıkmamalıdır.	1	2	3	4	5
12. Yöneticiler önemli işleri çalışanlarına delege etmemelidir.	1	2	3	4	5

APPENDIX K: DEMOGRAPHIC INFORMATION FORM-SUBORDINATE VERSION

Bu bilgiler tamamıyla analiz amaçlı kullanılacaktır; 3. kişilerle paylaşılmayacaktır.

Lütfen aşağıda yer alan kişisel bilgileri doldurunuz.

1. Cinsiyetiniz: Kadın () Erkek ()

2. Yaşınız: _____

3. Eğitim seviyeniz:

- | | |
|---|---|
| ☐ İlkokul () | ☐ Lisans () |
| ☐ Ortaokul () | ☐ Yüksek lisans () |
| ☐ Lise () | ☐ Doktora () |
| ☐ 2 yıllık yüksekokul () | - |

4. Şu andaki göreviniz / işiniz ve (varsa) unvanınız:

5. Şu andaki liderinizle / yöneticinizle çalıştığınız süre (yıl) : _____

6. Toplam çalışma süreniz (yıl) : _____

7. Kurum tipiniz: Kamu () Özel sektör ()

8. Şu anda çalıştığınız sektör (Birden fazla seçeneği işaretleyebilirsiniz).

- | | |
|---|---|
| ☐ Bilişim () | ☐ Yapı-İnşaat () |
| ☐ Eğitim () | ☐ Kimya () |
| ☐ Elektrik-Elektronik () | ☐ Sağlık () |
| ☐ Finans () | ☐ Savunma sanayi () |
| ☐ Gıda () | ☐ Telekomünikasyon () |
| ☐ Güvenlik () | ☐ Ulaştırma () |
| ☐ İmalat () | ☐ Diğer (lütfen açıklayınız): |

9. Yaklaşık olarak kurumda çalışan toplam eleman sayısı: _____

10. Size bağlı çalışan personel var mı? Evet () Hayır ()

Sayın Katılımcı,

Cevaplarınız için teşekkür ederiz. Bu çalışmanın amacı size de bahsedildiği gibi, ‘liderlik stili ile lidere duyulan güven arasındaki ilişkiyi ve duygu durumu yoğunluğunun bu ilişkideki rolünü’ araştırmaktır. Bu sebeple, yöneticinizin ismini vermeyi kabul ederseniz, veri eşleştirmesi amacıyla yöneticinizden de bazı bilgiler toplamak istemekteyiz. Bunu kabul etmeniz durumunda, yöneticinizden (amirinizden), size ya da performansınıza yönelik değil, tamamıyla yöneticinizin kendi liderlik/yöneticilik stiliyle ilgili (kendisiyle ilgili) veri toplanacaktır. Yani, yöneticinizden/ amirinizden kesinlikle sizinle ilgili hiçbir veri/bilgi toplanmayacaktır veya sizinle ilgili bir değerlendirme yapılmayacaktır. Yöneticinizin ismini vermeyi kabul ediyorsanız, lütfen 1. düzeydeki yöneticinizin (sizin bir üstünüzdeki yöneticinizin) /ilk sıra amirinizin ismini aşağıdaki boşluğa yazınız. Yöneticinizin ismini vermeyi tercih etmezseniz, bu durumda sadece sizin verdiğiniz bilgiler araştırma amaçlı kullanılacaktır.

Çalışmamıza katılımınız için teşekkür ederiz.

1. Düzeydeki Yönetici Ad-Soyadı

APPENDIX L: MAIN STUDY-DEBRIEFING FORM FOR SUBORDINATES

Katılım Sonrası Bilgilendirme Formu

Bu çalışma, daha önce de belirtildiği gibi ODTÜ Endüstri ve Örgüt Psikolojisi Yüksek Lisans Programı öğrencisi Esra Aylin Kanaz tarafından Prof. Dr. H. Canan Sümer danışmanlığındaki yüksek lisans tezi kapsamında yürütülmektedir. Çalışmanın amacı, liderlik stili ile lidere duyulan güven arasındaki ilişkiyi ve duygu durumu yoğunluğunun bu ilişkideki düzenleyici rolünü incelemektir.

Liderlik literatürü, liderlik stiline, lidere duyulan güveni etkileyen unsurlardan biri olduğunu göstermiştir. Bu bulgular ışığında, özellikle ‘dönüştürücü liderlik stili’nin, çalışanların liderlerine olan güvenini artıracak beklenmektedir. Bunun yanı sıra, liderin pozitif duyguları yoğun yaşamasının, dönüştürücü liderlik stili ile lidere güven arasındaki pozitif ilişkiyi daha da artıracak; negatif duyguları yoğun yaşamasının ise söz konusu ilişkiyi zayıflatacak öngörülmektedir.

Bu amaçla, sizden ‘duygu durumu yoğunluğu’, ‘liderlik stili’, ‘lider etkililiği’, ‘lidere güven’ ve ‘kültür yönelimi’ konularını içeren anketler doldurmanız istenmiştir. Bu anketlere verdiğiniz cevaplar, bu çalışmayla amaçlanan, yukarıda belirtilen olası ilişkiyi incelemeye katkıda bulunacaktır.

Bu çalışmadan alınacak ilk verilerin Ocak 2019 sonunda elde edilmesi amaçlanmaktadır. Elde edilen bilgiler sadece bilimsel araştırma ve yazılarda kullanılacaktır. Çalışmanın sağlıklı ilerleyebilmesi ve bulguların güvenilir olması için, çalışmaya katılacağını bildiğiniz diğer kişilerle çalışma ile ilgili detaylı bilgi paylaşımında bulunmamanızı dileriz. Bu araştırmaya katıldığınız için tekrar çok teşekkür ederiz.

Çalışmanın sonuçlarını öğrenmek ya da daha fazla bilgi almak için aşağıdaki isimlere başvurabilirsiniz.

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

Esra Aylin Kanaz (E-posta: aylinkanaz@gmail.com)

Çalışmaya katkıda bulunan bir gönüllü olarak katılımcı haklarınızla ilgili veya etik ilkelerle ilgili soru veya görüşlerinizi ODTÜ Uygulamalı Etik Araştırma Merkezi'ne iletebilirsiniz.

E-posta: ueam@metu.edu.tr

APPENDIX M: MAIN STUDY-INFORMED CONSENT FORM FOR SUPERVISORS

Gönüllü Katılım Formu

Değerli Katılımcı,

Bu çalışma, Orta Doğu Teknik Üniversitesi Endüstri ve Örgüt Psikolojisi Yüksek Lisans Programı öğrencisi Esra Aylin Kanaz tarafından, ODTÜ Psikoloji Bölümü öğretim üyesi Prof. Dr. H. Canan Sümer danışmanlığında yürütülen bir yüksek lisans tezi çalışmasıdır.

Çalışmanın amacı, liderlik stili ile lidere duyulan güven arasındaki ilişkiyi ve duygu durumu yoğunluğunun bu ilişkideki rolünü araştırmaktır. Bu amaçla hem yöneticilerden hem de bu yöneticilere bağlı çalışanlardan veri toplanacaktır. Bu çalışmada sizden beklenen, her anketin başındaki açıklamaları dikkatlice okuyarak, sizin için en uygun olan cevabı işaretlemenizdir. Anket sorularının doğru veya yanlış cevabı yoktur. Bu çalışmaya katılım ortalama olarak 10 dakika sürmektedir.

Çalışmaya katılım tamamen gönüllülük esasına dayanmaktadır. Çalışmada sizden kimlik belirleyici hiçbir bilgi istenmeyecektir. Cevaplarınız tamamıyla gizli tutulacak ve sadece araştırmacılar tarafından grup düzeyinde değerlendirilecektir. Çalışmadan elde edilecek sonuçlar sadece bilimsel amaçlı olarak kullanılacak, kesinlikle hiçbir kişi ya da kurum ile paylaşılmayacaktır. Anket, genel olarak kişisel rahatsızlık verecek sorular içermemektedir. Ancak, katılım sırasında, sorulardan ya da herhangi bir nedenden dolayı kendinizi rahatsız hissederseniz, cevaplama işini yarıda bırakabilirsiniz.

Bu çalışmaya katıldığınız için şimdiden teşekkür ederiz. Çalışma hakkında daha fazla bilgi almak için Psikoloji Bölümü öğretim üyesi Prof. Dr. H. Canan Sümer (E-posta:

hcanan@metu.edu.tr) ya da yüksek lisans öğrencisi Esra Aylin Kanaz (E-posta: aylinkanaz@gmail.com) ile iletişim kurabilirsiniz.

Bu çalışmaya tamamen gönüllü olarak katılıyorum ve istediğim zaman yarıda kesip çıkabileceğimi biliyorum. Verdiğim bilgilerin bilimsel amaçlı yayımlarda kullanılmasını kabul ediyorum.

Evet ()

Hayır ()

Tarih:/...../.....

**APPENDIX N: TRANSFORMATIONAL LEADERSHIP SCALE (TLS)-
SUPERVISOR VERSION**

Yönerge: Aşağıda kendi liderlik/yöneticilik yaklaşım ve davranışlarınıza yönelik ifadeler yer almaktadır. Lütfen her bir ifadeyi kendi liderliğinizi düşünerek dikkatlice okuyunuz ve söz konusu ifadeye ne ölçüde katıldığınızı, 5 basamaklı ölçek üzerinde uygun rakamı işaretleyerek belirtiniz.

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum (Kararsızım)	Katılıyorum	Kesinlikle katılıyorum

MADDELER					
1. Çalışanımı bir görev için motive etmeye çalışırken, görevle ilgili içsel motivasyonunu yükseltmeye çabalarım.	1	2	3	4	5
2. Çalışanımın ve takım arkadaşlarının yetkinliklerinin, işle ilgili kişisel ilgi ve ihtiyaçlarının farkında olarak her birini nasıl motive edeceğimi bilirim.	1	2	3	4	5
3. Çalışanlarımın olası herhangi bir hatasını tespit etmek ve gerekirse müdahalede bulunabilmek için sıklıkla davranışlarını gözler ve kontrol ederim.	1	2	3	4	5
4. İşleri planlar ve yürütürken çalışanlarımı da fikir üretmeleri için teşvik eder ve önerilerini dinlerim.	1	2	3	4	5
5. İşyerinde çalışanlarıma kendilerini aile ortamında gibi hissettiririm.	1	2	3	4	5
6. Çalışanlarımı, yaptıklarının, kısa veya uzun vadede firmaya sağlayacağı katkılar konusunda bilgilendiririm.	1	2	3	4	5
7. Çalışanım istediğim bir işi yapamadığında, ona çeşitli yollarla yaptırım uygularım.	1	2	3	4	5

8. İş yapış tarzım, kişisel özelliklerim ve iletişim becerimle, çalışanlarıma iyi bir örnek teşkil ederim.	1	2	3	4	5
9. Çalışanlarımı, düşüncelerini özgürce ifade edebilmeleri için teşvik ederim.	1	2	3	4	5
10. Çalışanlarımı varsayılanı sorgulamaya ve yeni çözüm yolları üretmeye teşvik ederim ve yaratıcılıklarını desteklerim.	1	2	3	4	5
11. Çalışanlarımı alandaki yenilikleri takip etmeleri için teşvik ederim.	1	2	3	4	5
12. Çalışanıma herhangi bir işi yaptırmak için tehdit kullandığım olur.	1	2	3	4	5
13. İş süreçleriyle ilgili tüm bildiklerimi çalışanlarıma aktarmaya çabalarım.	1	2	3	4	5
14. Çalışanlarımın eksik veya gelişime açık yönleri için eğitimler planlarım.	1	2	3	4	5
15. Çalışanlarıma benim de onlardan öğrenebileceğim şeyler olduğunu hissettiririm.	1	2	3	4	5
16. Çalışanlarımı, bir çalışan olmanın dışında bir insan olarak da önemserim.	1	2	3	4	5
17. Çalışanıma ancak istediğim işi, istediğim şekilde tamamlarsa onu ödüllendiririm.	1	2	3	4	5
18. Çalışanlarıma performans hedefleri koyarım ve başarılı oldukları ölçüde onları ödüllendiririm.	1	2	3	4	5
19. Çalışanlarıma, akıllarındaki yeni projeler üzerinde çalışmaları için, mesai saatlerinin bir bölümünü kullanmalarına müsaade ederim.	1	2	3	4	5
20. Çalışanıma, ihtiyaç duyduğunda, iş dışı özel problemleri için yardım ederim.	1	2	3	4	5
21. Çalışanıma, ancak verdiği kadar alabileceğini hissettiririm, ilişkimiz bir çeşit ticarete benzer.	1	2	3	4	5
22. Çalışanlarım isterse iş dışı konularda da onlarla konuşurum.	1	2	3	4	5
23. Çalışanlarıma saygılı davranırım.	1	2	3	4	5
24. Davet etmeleri halinde, çalışanlarımın hayatlarındaki önemli sosyal etkinliklere (düğün, doğum günü gibi) katılırım.	1	2	3	4	5
25. Çalışanlarımın inisiyatif almasını desteklerim.	1	2	3	4	5
26. Çalışanlarıma gerektiğinde önemli sorumluluklar veririm.	1	2	3	4	5
27. Çalışanlarıma yaptıkları işin değerli ve işe yarar olduğunu hissettiririm.	1	2	3	4	5

28. Çalışanıma bir görev verdikten sonra, hata yapmasını önlemek için talimat vermeye devam ederim.	1	2	3	4	5
29. Çalışanlarımın beğendiğim fikirlerini takdir etmenin yanı sıra onları uygulamaya geçirmelerini de teşvik ederim.	1	2	3	4	5
30. Çalışanlarıma ve takım arkadaşlarına olumlu özelliklerini ve yeteneklerini hatırlatarak, yapabilecekleri ve başarabilecekleri konusunda onları heyecanlandırıyorum.	1	2	3	4	5
31. Görev dağılımı yaparken, çalışanlarımın ilgi ve yeteneklerini de göz önünde bulundururum.	1	2	3	4	5
32. Çalışanlarımın hem mesleki hem kişisel gelişimleri için, çeşitli seminerlere katılmalarını desteklerim.	1	2	3	4	5

**APPENDIX O: LEADERSHIP EFFECTIVENESS SCALE (LES)-
SUPERVISOR VERSION**

Yönerge: Birazdan okuyacağınız ifadeler, liderlik/yöneticilik yaklaşım ve davranışlarıyla ilgilidir. Lütfen cümleleri kendi liderliğinizi düşünerek dikkatlice okuyunuz ve söz konusu ifadeye ne ölçüde katıldığınızı, 5 basamaklı ölçek üzerinde, ilgili kutucuktaki size uygun olan rakamı işaretleyerek belirtiniz.

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Ne katılıyorum ne katılmıyorum (Kararsızım)	Katılıyorum	Kesinlikle katılıyorum

MADDELER					
1. Bir yönetici olarak vizyon sahibi olduğuma inanıyorum.	1	2	3	4	5
2. Etkin bir lider olduğuma inanıyorum.	1	2	3	4	5
3. Çalışanlarımı motive ederim.	1	2	3	4	5
4. Çalışanlarımın performansını iyileştirmeye yönelik geri bildirim veririm.	1	2	3	4	5
5. Çalışanlar arası iş birliği ve uyumu desteklerim.	1	2	3	4	5
6. İyi yapılan işi takdir ederim.	1	2	3	4	5
7. Bir yönetici olarak, konuma hâkim bir lider olduğuma inanıyorum.	1	2	3	4	5
8. Çalışanlarımın, mesleki bilgime güvendiklerini düşünüyorum.	1	2	3	4	5

APPENDIX P: DEMOGRAPHIC INFORMATION FORM-SUPERVISOR VERSION

Bu bilgiler tamamıyla analiz amaçlı kullanılacaktır; 3. kişilerle paylaşılmayacaktır.

Lütfen aşağıda yer alan kişisel bilgileri doldurunuz.

1. Cinsiyetiniz: Kadın () Erkek ()

2. Yaşınız: _____

3. Eğitim seviyeniz:

- | | |
|---|---|
| ☐ İlkokul () | ☐ Lisans () |
| ☐ Ortaokul () | ☐ Yüksek lisans () |
| ☐ Lise () | ☐ Doktora () |
| ☐ 2 yıllık yüksekokul () | |

4. Şu andaki göreviniz / işiniz ve (varsa) unvanınız: _____

5. Bu görevdeki çalışma süreniz (yıl): _____

6. Başka kurumlar da dahil yönetici pozisyonunda çalıştığınız toplam süre (yıl): _____

7. Toplam çalışma süreniz (yıl) : _____

8. Kaç kişiye yöneticilik/amirlik yapmaktasınız? _____

9. Kurum tipiniz: Kamu () Özel sektör ()

10. Şu anda çalıştığınız sektör (Birden fazla seçeneği işaretleyebilirsiniz).

- | | |
|---|--|
| ☐ Bilişim () | ☐ Yapı-İnşaat () |
| ☐ Eğitim () | ☐ Kimya () |
| ☐ Elektrik-Elektronik () | ☐ Sağlık () |
| ☐ Finans () | ☐ Savunma sanayi () |
| ☐ Gıda () | ☐ Telekomünikasyon () |

- | | | | |
|--------------------------------|-----|---|-----|
| ☐ Güvenlik | () | ☐ Ulaştırma | () |
| ☐ İmalat | () | ☐ Diğer (lütfen açıklayınız): | |
| ☐ | | ☐ | |

11. Yaklaşık olarak kurumda çalışan toplam eleman sayısı: _____

APPENDIX R: MAIN STUDY-DEBRIEFING FORM FOR SUPERVISORS

Katılım Sonrası Bilgilendirme Formu

Bu çalışma, daha önce de belirtildiği gibi ODTÜ Endüstri ve Örgüt Psikolojisi Yüksek Lisans programı öğrencisi Esra Aylin Kanaz tarafından Prof. Dr. H. Canan Sümer danışmanlığındaki yüksek lisans tezi kapsamında yürütülmektedir. Çalışmanın amacı, liderlik stili ile lidere duyulan güven arasındaki ilişkiyi ve duygu durumu yoğunluğunun bu ilişkideki düzenleyici rolünü incelemektir.

Liderlik literatürü, liderlik stiline, lidere duyulan güveni etkileyen unsurlardan biri olduğunu göstermiştir. Bu bulgular ışığında, özellikle ‘dönüştürücü liderlik stili’ nin, çalışanların liderlerine olan güvenini artıracak beklenmektedir. Bunun yanı sıra, liderin pozitif duyguları yoğun yaşamasının, dönüştürücü liderlik stili ile lidere güven arasındaki pozitif ilişkiyi daha da artıracak; negatif duyguları yoğun yaşamasının ise söz konusu ilişkiyi zayıflatacak öngörülmektedir.

Bu amaçla, sizden ‘duygu durumu yoğunluğu’, ‘liderlik stili’ ve ‘lider etkililiği’ konularını içeren anketler doldurmanız istenmiştir. Bu anketlere verdiğiniz cevaplar, bu çalışmayla amaçlanan, yukarıda belirtilen olası ilişkiyi incelemeye katkıda bulunacaktır.

Bu çalışmadan alınacak ilk verilerin Ocak 2019 sonunda elde edilmesi amaçlanmaktadır. Elde edilen bilgiler sadece bilimsel araştırma ve yazılarda kullanılacaktır. Çalışmanın sağlıklı ilerleyebilmesi ve bulguların güvenilir olması için, çalışmaya katılacağını bildiğiniz diğer kişilerle çalışma ile ilgili detaylı bilgi paylaşımında bulunmamanızı dileriz. Bu çalışmaya katıldığınız için tekrar çok teşekkür ederiz.

Çalışmanın sonuçlarını öğrenmek ya da daha fazla bilgi almak için aşağıdaki isimlere başvurabilirsiniz.

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

Esra Aylin Kanaz (E-posta: aylinkanaz@gmail.com)

Çalışmaya katkıda bulunan bir gönüllü olarak katılımcı haklarınızla ilgili veya etik ilkelerle ilgili soru veya görüşlerinizi ODTÜ Uygulamalı Etik Araştırma Merkezi'ne iletebilirsiniz.

E-posta: ueam@metu.edu.tr

APPENDIX S: APPROVAL OF METU HUMAN SUBJECTS ETHICS COMMITTEE

UYGULAMALI ETİK ARAŞTIRMA MERKEZİ
APPLIED ETHICS RESEARCH CENTER



ORTA DOĞU TEKNİK ÜNİVERSİTESİ
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06 Haziran 2018

Konu: Değerlendirme Sonucu

Gönderen: ODTÜ İnsan Araştırmaları Etik Kurulu (İAEK)

İlgi: İnsan Araştırmaları Etik Kurulu Başvurusu

Sayın Prof. Dr. H. Canan SÜMER

Danışmanlığını yaptığınız yüksek lisans öğrencisi Esra Aylin KANAZ'ın "Liderlik stili ile lidere güven şeklinde gösterilen liderlik etkililiği arasındaki ilişki: Duygu durumu yoğunluğunun düzenleyici rolü" başlıklı araştırması İnsan Araştırmaları Etik Kurulu tarafından uygun görülerek gerekli onay 2018-SOS-105 protokol numarası ile 08.06.2018 - 30.12.2018 tarihleri arasında geçerli olmak üzere verilmiştir.

Bilgilerinize saygılarımla sunarım.

Prof. Dr. Ayhan SOL

Üye

Prof. Dr. Ş. Halil TURAN

Başkan V

Prof. Dr. Ayhan Gürbüz DEMİR

Üye

Doç. Dr. Yaşar KONDAKÇI

Üye

Doç. Dr. Emre SELÇUK

Üye

Doç. Dr. Zana ÇITAK

Üye

Dr. Öğr. Üyesi Pınar KAYGAN

Üye

APPENDIX T: TURKISH SUMMARY/TÜRKÇE ÖZET

1. GİRİŞ

Liderlik kavramı endüstriyel ve örgütsel psikoloji yazınında sıklıkla çalışılan konular arasında yer almaktadır. Güven kavramı yaygın bir biçimde liderlik ile bağlantılı olarak incelenmiş ve lidere güvenin, etkili liderlik için kritik olduğu vurgulanmıştır (Monzai, Ripoll, & Peiro, 2015). Önceki çalışmalar, liderlik stilinin, lidere güven (Dirks & Ferrin, 2002; Gillespie & Mann, 2004) ve liderlik etkililiğini (Bass, 1990; Connely & Ruark, 2010; Hater & Bass, 1988) etkileyen unsurlar olduklarını ortaya çıkarmıştır. Liderlik stilinin liderlik süreçlerindeki etkisi yazında kanıtlanmış olsa da bu ilişkilerde rol oynayan düzenleyici değişkenlerin çalışılmasına hala ihtiyaç vardır. Özellikle duygularla alakalı bireysel farklılık değişkenlerinin liderlik süreçleri üzerindeki etkileri yeterince çalışılmamıştır. Gooty, Connelly, Griffith ve Gupta (2010)'nın da belirttiği gibi, çok sınırlı sayıda görgül çalışma liderin duygu durumunun, liderlik çıktılarını ne şekilde etkilediğini incelemiştir. Bu bulgulara dayanarak, bu çalışmada liderlik stilinin (dönüştürücü liderlik ve etkileşimli liderlik) lidere güven ve lider etkililiği süreçlerindeki etkisi ve duygu durumu yoğunluğunun bu ilişkilerdeki düzenleyici rolünün incelenmesi amaçlanmıştır.

İzleyen bölümde öncelikle bağımsız değişkenler olan etkileşimli ve dönüştürücü liderlik stilleri ile bağımlı değişkenler olan lidere güven ve liderlik etkililiği üzerine literatür sunulmaktadır. Daha sonra, düzenleyici değişken olması beklenen 'duygu durumu yoğunluğu' kavramı, bahsedilen liderlik süreçlerindeki rolü çerçevesinde ele alınacaktır.

1.1. Dönüştürücü ve Etkileşimli Liderlik

Liderlik “bir kişinin, diğerlerinin düşüncelerini, tutumlarını ve davranışlarını etkilediği bir süreç” olarak tanımlanmıştır (Mills, 2005, s.11). Günümüz liderlik yaklaşımları içerisinde özellikle dönüştürücü liderlik stili (etkileşimli liderliğe kıyasla), yazında etkili bir liderlik stili olarak sunulmaktadır (ör., Bass, 1990; Bass, 2000; Carson, 2011; Chi, Lan, & Dorjgotov, 2012; Dabke, 2016; Hater & Bass, 1988; Lowe, Kroeck, & Sivasubramaniam, 1996; Rowold, 2008; Spreitzer, Perttula, & Xin, 2005).

Dönüştürücü ve etkileşimli liderlik stilleri, ilk olarak Burns (1978) tarafından siyasal bilimler bağlamında birbirlerine zıt kutuplar olarak tanımlanmıştır. Bass (1990) bu kavramları örgütsel bağlama uyarlamış ve onları birbirlerinin zıttı olmaktan ziyade birbirlerinin tamamlayıcısı olarak görmüştür. Burns (1978)’e göre dönüştürücü lider, takipçilerinin duygularını ve değerlerini etkileme; onları beklenen seviyenin üstünde performans göstermeleri için motive etme yollarına odaklanır. Diğer taraftan, etkileşimli liderlik, çalışanların lider ile takipçileri arasındaki gerekli görevlerin yerine getirilmesi veya getirilmemesi durumunda verilen ödüller ve cezaları içeren takas süreçlerine odaklanır.

Bu iki liderlik stili çalışanlarının iş performansı seviyeleri açısından birbirinden farklılaşmaktadır. Dönüştürücü liderler, orijinal düşünmeyi ve görev bilincini aktararak çalışanlarının beklenen seviyelerin üstünde performans göstermelerine katkıda bulunurken; etkileşimli liderlerin çalışanları, performansları ve davranışları yöneticileri tarafından olumsuz geri bildirim ve koşullu ödüllendirme ile doğrudan ilişkilendirildiğinden, yalnızca beklenen/gerekli seviyelerde performans sergilerler (Hater & Bass, 1988).

‘Çok Faktörlü Liderlik Anketi’ (The Multifactor Leadership Questionnaire-MLQ; Avolio, Bass, & Jung, 1999), dönüştürücü ve etkileşimli liderliği ölçmede kullanılan en yaygın ölçektir (Eagly, Johannesen-Schmidt, & van Engen, 2003; Pillai vd., 1999) ve bu ölçeğin en yaygın versiyonu Form 5X’tir (MLQ-5X; Avolio & Bass, 2002) (Eagly vd., 2003). MLQ-5X’e yapılan faktör analizi sonuçlarına göre; dönüştürücü liderlik ‘idealleştirilmiş etki (nitelik),’ ‘idealleştirilmiş etki (davranış),’ ‘ilham verici

motivasyon,’ ‘zihinsel uyarım’ ve ‘bireyselleştirilmiş önem’ olmak üzere beş alt boyuttan; etkileşimli liderlik ise ‘koşullu ödül,’ ‘aktif istisnai yönetim’ ve ‘pasif istisnai yönetim’ olmak üzere üç alt boyuttan oluşmaktadır. Bu çalışmada dönüştürücü liderlik ilham verici motivasyon, zihinsel uyarım, bireyselleştirilmiş önem ve babacanlık (Türk kültürü özellikleri dikkate alınarak eklenen yeni liderlik boyutu) boyutlarıyla; etkileşimli liderlik ise koşullu ödül ve aktif istisnai yönetim boyutlarıyla çalışılmıştır.

Bono ve Judge (2004)’ın meta-analizi çalışmasında, dönüştürücü liderlik dışadönüklük ile pozitif yönde ($\rho = .24$, $r = .19$), nevrotiklik ile negatif yönde ($\rho = -.17$, $r = -.15$) ilişkili bulunmuştur. Dönüştürücü liderliğin, farklı bağlamlardaki iş birimi etkililiğinin anlamlı bir yordayıcısı olduğu bulunmuştur (Lowe, Kroeck, & Sivasubramaniam, 1996). Hem dönüştürücü hem de etkileşimli liderlik birçok bireysel ve örgütsel değişkenle ilişkili bulunsa da, dönüştürücü liderliğin, algılanan lider etkililiği (Bass, 1990; Connelly & Ruark, 2010; Hater & Bass, 1988; Lowe vd., 1996), lidere güven (Dirks & Ferrin, 2002), liderden memnuniyet (Bass, 1990; Hater & Bass, 1988), örgütsel etkililik (Chi, Lan, & Dorjgotov, 2012; Hater & Bass, 1988) ve lider performansı (Hater & Bass, 1988) değişkenleri üzerinde etkileşimli liderlikten daha fazla yordama gücüne sahip olduğu görülmüştür.

1.2. Lidere Güven

Güven “başkalarının niyetlerine ve davranışlarına ilişkin olumlu beklenti niyeti içinde olmaya dayanan psikolojik bir durum” olarak tanımlanmıştır (Rousseau vd., 1998, s.395). Çalışanların liderlerine güveni, etkili liderlik için kritiktir (Monzai, Ripoll, & Peiro, 2015).

Dirks ve Ferrin (2002)’e göre lidere güvene dair iki teorik bakış açısı vardır: 1) ilişki temelli bakış açısı; 2) karaktere dayalı bakış açısı. İlişki temelli bakış açısı lider ile takipçileri arasındaki ilişkinin yapısına odaklanırken; karaktere dayalı bakış açısı takipçilerin liderlerinin karakterine dair algılarını vurgular.

Çalışanlarının liderlerine güvenleri önemlidir çünkü lidere güven, iş tatmini (Dirks & Ferrin, 2002; Driscoll, 1978, Pillai vd., 1999), iş performansı (Dirks & Ferrin, 2002),

liderden memnuniyet (Dirks & Ferrin, 2002), lider etkililiği (Bass, 1990; Gillespie & Mann, 2004), örgüte bağlılık (Dirks & Ferrin, 2002; Liou, 1995; Pillai vd., 1999), örgütsel vatandaşlık davranışları (Dirks & Ferrin, 2002; Pillai vd., 1999; Podsakoff, MacKenzie, Hoorman, & Fetter, 1990; Su Jung Lin & Hsiao, 2014) ve işten ayrılma niyeti (Dirks & Ferrin, 2002) gibi birçok bireysel ve örgütsel süreçler/çıktılarla ilişkili bulunmuştur.

Liderlik stiline lidere güven üzerindeki etkisi incelendiğinde, etkileşimli liderlik ile lidere güven ya orta seviyede ilişkili ya da ilişkisiz bulunurken (Dirks & Ferrin, 2002; Holtz & Harold, 2008; Pillai vd., 1999; Podsakoff vd., 1990; Podsakoff vd., 1996); dönüştürücü liderliğin çalışanlarının liderlerine güveni üzerinde pozitif, anlamlı bir etkiye sahip olduğu bulunmuştur (Dirks & Ferrin, 2002; Gillespie & Mann, 2004; Goodwin vd., 2011; Holtz & Harold, 2008; Pillai vd., 1999; Podsakoff vd., 1990; Podsakoff vd., 1996; Su-Jung Lin & Hsiao, 2014).

1.3. Liderlik Etkililiği

Liderlik süreçleri kapsamında yaygın olarak çalışılan liderlik etkililiği kavramı, liderin, kurumun hedeflerini yerine getirebilmek için çalışanlarını ve organizasyonun paydaşlarını etkin bir şekilde etkileme becerisi olarak tanımlanmıştır (Yukl, 2008). Liderlik etkililiği iş tatmini (Joey, 2019; Loke, 2001), örgüte bağlılık ve verimlilik (Loke, 2001), örgütsel vatandaşlık davranışları (Choudhary, Kumar, & Philip, 2015) ve örgütsel sağlık (Dhavani, 2018) gibi çeşitli örgütsel çıktılarla ilişkili bulunmuştur.

Dabke (2016)'ye göre, algılanan liderlik etkililiği, liderin iş performansı gibi objektif liderlik sonuçlarından ziyade, önemli ortaklar tarafından daha fazla gözlemlenebilen bir özelliktir. Bu nedenle, bu çalışmada, algılanan liderlik etkililiği verisi, liderin etkililiğini değerlendirmede en uygun kaynak olduğu düşünülen, liderin çalışanlarından toplanmıştır.

Lider etkililiği ile yaygın bir biçimde bağlantı kurulan değişkenlerden biri liderlik stildir. Dönüştürücü liderlik birçok çalışmada liderlik etkililiği ile ilişkili bulunmuş (Bass, 1990; Connelly & Ruark, 2010; Dabke, 2016; Hater & Bass, 1988; Lowe vd., 1996) ve bu ilişkinin, etkileşimli liderlik ile lider etkililiği arasındaki ilişkiden çok

daha güçlü olduğu ortaya çıkarılmıştır (Bass, 1990; Connelly & Ruark, 2010; Hater & Bass, 1988; Lowe vd., 1996).

Dönüştürücü ve etkileşimli liderlik stilleri ile lidere güven ve lider etkililiği arasındaki ilişkiler, yazında iyi yapılandırılmış olsa da bu ilişkilerdeki olası düzenleyicilerin (özellikle duygularla ilişkili değişkenlerin) rolünün nispeten göz ardı edildiği söylenebilir. Duygusal zeka, duygu düzenleme, duygusal emek gibi duygularla ilişkili kavramlar, dönüştürücü ve etkileşimli liderlik stilleri, lidere güven ve lider etkililiği gibi liderlik süreçleriyle ilişkili bulunmuştur (Arnold vd., 2015; Connelly & Ruark, 2010; Dabke, 2016; Damen, van Knippenberg, ve van Knippenberg, 2008; George, 2000; Gooty vd., 2010; Groves, 2005; Harms & Crede, 2010; Humphrey, 2012; Riggio & Reichard, 2008; Rosete & Ciarrochi, 2005; Schaefer, 2015; Vidic vd., 2017). Ancak, duygularla ilişkili bu değişkenlerin, liderlik stili-lidere güven ve liderlik stili-lider etkililiği ilişkilerindeki düzenleyici rolü, alanyazında yaygın bir biçimde çalışılmamıştır. Bu nedenle, bu çalışmada duygularla ilişkili değişkenlerden olan ‘duygu durumu yoğunluğu’ kavramının, liderlik-lidere güven-lider etkililiği ilişkilerindeki olası düzenleyici rolünü incelemek amaçlanmıştır.

1.4. Duygu Durumu Yoğunluğu (DDY)

Duygu durumu yoğunluğu (‘affect intensity’) kavramı, Larsen ve Diener (1987) tarafından “bireylerin duygularını yaşama yoğunluklarındaki değişmeyen bireysel farklılıklar” şeklinde tanımlanmıştır (s. 2). Larsen, Diener ve Emmons (1986), bu kavramı sabit bir bireysel farklılık özelliği olarak görmüşlerdir.

DDY, yaşanan duygunun sıklığıyla değil, onun ne kadar yoğun ya da güçlü yaşandığıyla ilgilidir (Larsen vd., 1986). Ayrıca, bu kavram hem pozitif hem negatif duyguların yoğun yaşanmasıyla ilgilidir. (Larsen & Diener, 1987). Pozitif-DDY, bireyin çoğunlukla pozitif duygular yaşarken pozitif duygularının ortalama büyüklüğü olarak tanımlanırken; negatif-DDY, kişinin çoğunlukla negatif duygular yaşarken negatif duygularının ortalama büyüklüğü anlamına gelmektedir (Larsen & Diener, 1987). Pozitif-DDY ile negatif-DDY birçok çalışmada birbiriyle pozitif korelasyon göstermiştir (Bachorowski & Braaten, 1994; Larsen & Diener, 1987; Schimmack &

Diener, 1997). Bu sonuçlara dayanarak, pozitif duygularını yoğun yaşayan bireylerin, negatif duygularını da yoğun yaşaması muhtemel görünmektedir.

DDY'nin bazı kavramlar ile bağlantısı ortaya konulmuştur. Örneğin, pozitif-DDY dışa dönüklük (Bachorowski & Braaten, 1994; Gohm & Clore, 2002, Schimmack & Diener, 1997); negatif-DDY nevroitiklik kişilik özelliği ile pozitif ilişkili bulunmuştur (Bachorowski & Braaten, 1994; Gohm & Clore, 2002; Schimmack & Diener, 1997). Larsen (1987) DDY ile daha sık ve hızlı ruh hali değişimleri arasında güçlü bir ilişki rapor etmiş olsa da Larsen ve Diener (1987) DDY'nin, duygusal değişkenliği de kapsayan daha geniş bir kavram olduğunu belirtmiştir. Buna ek olarak hem pozitif hem negatif duyguları yoğun yaşamayı içeren bu kavramın, genellikle negatif duyguları deneyimlemeyi işaret eden duygusallık kavramından farklı olduğuna dikkat edilmelidir (Larsen & Diener, 1987). Pozitif-DDY psikolojik iyi oluş ile (Gohm & Clore, 2002); DDY'nin 'pozitif duygusallık' alt boyutu yaşam doyumu ile pozitif yönde ilişkilidir (Montes-Berges & Augusto-Landa, 2014). Bunun yanı sıra, Diener, Sandvik ve Larsen (1985), DDY'de yüksek puan alan bireylerin, bipolar kişilik bozukluğunun davranışsal belirtilerini göstermeye eğilimli olduklarını bulmuştur. Yazarlar, aynı zamanda yaş ve cinsiyetin DDY seviyesini etkilediğini bulmuştur: yaş arttıkça hem kadın hem erkeklerde DDY azalırken; kadınlar her yaş kategorisinde erkeklere göre duygularını daha yoğun yaşamaktadırlar.

Duygular, ilham verici liderliğin (otantik, karizmatik ve dönüştürücü liderlik) kritik bileşenlerinden biri olarak kabul edilmiştir (Gooty vd., 2010). Yazında, en etkili liderlerin duygularını gösteren kişiler olduklarına dair bir tartışma vardır ve duygularını ifade eden liderler, karizmatik liderlik özelliğine sahip olarak algılanmışlardır. (Groves, 2005). Benzer şekilde, liderin duygularını ifade etme ve kontrol etme becerilerinin etkili liderlik davranışlarıyla sonuçlanabileceği rapor edilmiştir (Riggio & Reichard, 2008). Yüksek DDY'ye sahip bireylerin duygularını ifade etmeleri daha olası olduğundan, Groves (2005) ve De Hoogh ve arkadaşlarının (2005) çalışma bulgularına dayanarak, duygularını yoğun yaşayan liderlerin çalışanları tarafından daha karizmatik ve etkili algılanabilecekleri beklenebilir.

Özetle, liderin duygu durumunun ve ruh halinin liderlik çıktıları üzerindeki rolü ile ilgili çok az sayıda görgül araştırma bulunduğundan (Gooty vd., 2010) ve DDY ile ilişkili kavramlar lidere güven ve lider etkililiğine etki ettiğinden, liderin duygu durumu yoğunluğunun, lidere güven ve lider etkililiği üzerindeki rolünü araştırmanın ilgili alanyazına katkı sağlama potansiyeli taşıdığını düşünüyorum.

1.5. Çalışmanın Amacı ve Hipotezleri:

Bu çalışmanın temel amacı, dönüştürücü ve etkileşimli liderlik stilleri ile lidere güven ve liderlik etkililiği ilişkilerini araştırmak ve bu ilişkiler üzerinde duygu durumu yoğunluğunun düzenleyici rolünü incelemektir. Yukarıdaki bahsedilen çalışma bulgularına ve argümanlara dayanarak oluşturulan çalışma hipotezleri şu şekildedir;

Hipotez 1a & 1c: *Dönüştürücü liderlik, lidere güven ve algılanan liderlik etkililiği ile anlamlı ve pozitif yönde ilişkilidir.*

Hipotez 1b & 1d: *Etkileşimli liderliğin, lidere güven ve algılanan lider etkililiği ile anlamlı olmayan bir ilişkisi vardır.*

Hipotez 2a, 2b, 2c, 2d: *Pozitif-DDY, dönüştürücü ve etkileşimli liderlik stilleri-lidere güven; dönüştürücü ve etkileşimli liderlik stilleri-algılanan lider etkililiği ilişkilerinde pozitif yönde düzenleyici bir rol oynamaktadır.*

Hipotez 2e, 2f, 2g, 2h: *Negatif-DDY, dönüştürücü ve etkileşimli liderlik stilleri-lidere güven; dönüştürücü ve etkileşimli liderlik stilleri-algılanan lider etkililiği ilişkilerinde negatif yönde düzenleyici bir rol oynamaktadır.*

2. YÖNTEM

2.1. Ön Çalışma Yöntemi

Ön çalışma kapsamında iki çalışma yürütülmüştür: 1) DDY ölçeğinin Türkçe'ye çevrilmesi 2) Yeni çevrilen ölçeğin pilot çalışma ile faktör yapısı ve güvenilirliğinin test edilmesi.

Larsen (1984) tarafından geliřtiren 40-maddelik Duygu Durumu Yoęunluęu leęi (DDY), arařtırmacı ve tez danıřmanı tarafından, lek evirisi iin gerekli adımlar izlenerek Trke’ye evrilmiřtir. leęin ana alıřmada uygulanmasından nce, ODT’de beř temel disiplinde eęitim gren 288 lisans ęrencisi ile yrtlen pilot alıřmada, faktr yapısı ve gvenirlięi test edilmiřtir. Bu alıřmada, hibir faktre yklenmeyen  madde ıkarılmıř, lek 37-maddelik son haline getirilerek ana alıřma katılımcılarına uygulanmıřtır.

2.2. Ana alıřma Yntemi

2.2.1. rneklem

alıřmanın rneklemini, Trkiye’de zel (%62,9) ve kamu (%37,1) sektrndeki toplam 20 kurumda tam zamanlı grev yapan 494 alıřan (beyaz yakalı: %82,2; mavi yakalı: %17,8) ve onların bir st seviyedeki 98 yneticisi oluřturmaktadır.

Katılımcılar eęitim (%2,3), finans (%4,5), gıda (%10,3), imalat (%27,6), saęlık (%21,6), hizmet (%25,4) ve yargı (%8,2) gibi farklı sektrlerde alıřmaktadırlar.

alıřanların meslekleri mavi yaka alıřanlar, giriř seviyesi ofis alıřanları, teknisyen/teknikerler, yazman/memurlar ve profesyoneller olmak zere dřkten ykseęe olacak řekilde beř ayrı iř seviyesi kategorisine ayrılmıřtır. alıřanların %41,1’i kadınlardan, %58,9’u erkeklerden oluřmaktadır. alıřanların ortalama yařı 31.39 ($SD = 8.05$) ve toplam alıřma sresi ortalamarı 7.5 yıldır ($SD = 7.17$).

Yneticiler pozisyonlarına gre, alt seviye, orta seviye ve st seviye olmak zere  ynetimsel kategoriye ayrılmıřlardır. Yneticilerin %24,5’i kadınlardan, %75,5’i erkeklerden oluřmaktadır. Yneticilerin ortalama yařı 41.64 ($SD = 8.32$) ve ynetici olarak toplam alıřma sresi ortalamarı 9.84 yıldır ($SD = 5.67$).

2.2.2. Veri Toplama Araları

alıřmada kullanılan eřleřtirilmiř iki rneklem grubu (alıřan rneklemini ve amir/ynetici rneklemini) iin iki ayrı lek paketi kullanılmıřtır. alıřan lek paketinde, DDY (geliřtiren: Larsen, 1984; Trke’ye eviren: arařtırmacı ve tez danıřmanı), Dnřtrc Liderlik Stili leęi (Dnmez & Toker, 2017), Liderlik Etkililięi leęi (geliřtiren: arařtırmacı ve tez danıřmanı), Davranıřa Dayalı Gven

Envanteri (geliştiren: Gillespie, 2003; Türkçe'ye adapte eden: Erdil, 2011), Kültür Ölçeği ('bireycilik/toplulukçuluk' ve 'güç mesafesi' alt ölçekleri) (geliştiren: Dorfman & Howell, 1988; Türkçe'ye çeviren: Albaş & Ergeneli, 2011) yer almaktadır. Yönetici ölçek paketinde ise DDYÖ, Dönüştürücü Liderlik Stili Ölçeği-yönetici versiyonu, Liderlik Etkililiği Ölçeği-yönetici versiyonu bulunmaktadır. Altı basamaklı duygu durumu yoğunluğu ölçeği dışındaki tüm ölçekler, beş basamaklı Likert-tipi ölçek biçimindedir. Çalışan ve yönetici ölçek paketlerinde ayrıca demografik bilgi formu da yer almaktadır.

2.2.3. İşlem

Öncelikle, ODTÜ İnsan Araştırmaları Etik Kurulu'ndan, bu çalışmanın yürütülebilmesi için gerekli etik izinler alınmıştır. Bu çalışma, eşleştirmeli örneklem kullanılarak yürütüldüğünden öncelikle çalışan katılımcılara ulaşılmıştır. Gönüllü katılım formunu okuyup onaylayan katılımcılara ölçek paketleri dağıtılmıştır. Çalışanlardan, çalışan ve yönetici yanıtlarının eşleştirilebilmesi için, bir üst seviyedeki yöneticilerinin ad ve soyadını yazmaları istenmiş; yanıtlarının kesinlikle gizli ve anonim olacağı, her bir çalışana bireysel olarak açıklanmıştır. Bu sürecin anonim bir şekilde yürütülebilmesi için, eşleştirme, ölçek paketlerinin kapağına yazılan kodlarla sağlanmıştır. Yöneticisinin adını vermeyi onaylayan çalışanların yöneticilerine ulaşılmış; aynı işlem basamakları yöneticiler için de yürütülmüştür. Ancak, yöneticilerden çalışan(lar)ına dair bir veri toplanmamış; yöneticiler sadece kendilerine yönelik ölçekleri yanıtlamışlardır. Tüm ölçek paketleri, tüm kurumlarda katılımcılara kağıt-kalem formatında şahsen dağıtılmış ve toplanmıştır. Çalışmanın sonunda, katılımcılara katılım sonrası bilgi formu sunulmuştur.

3. BULGULAR

3.1. Duygu Durumu Yoğunluğu Ölçeğine (DDYÖ) Yapılan Faktör Analizi Sonuçları

Ön çalışma ve ana çalışmada DDYÖ'ye faktör analizi yapılmıştır. Ön çalışmada yapılan açımlayıcı faktör analizi sonuçlarına göre, 4-faktörlü bir yapı tespit

edilmiştir. Bu dört faktör; ‘coşkululuk ($\alpha = .91$)’, ‘sakinlik ($\alpha = .82$)’, ‘tedirginlik ($\alpha = .76$)’ ve ‘hassaslık ($\alpha = .77$)’ olarak isimlendirilmiştir.

Ön çalışmadan farklı olarak, ana çalışmada yapılan açımlayıcı faktör analizleri sonunda, 2-faktörlü bir yapının (‘duygu yoğunluğu ([affect] intensity)’ ve ‘itidal ([affect] composure’)) daha uygun, yorumlanabilir olduğu tespit edilmiştir. Ana çalışmada bulunan bu iki faktörlü yapının, alanyazındaki iki faktörlü yapıdan (pozitif-DDY ve negatif-DDY) farklı olduğuna dikkat edilmelidir. Ön çalışma ve ana çalışmada farklı faktör çözümlerine ulaşıldığından, DDYÖ için ayrıca doğrulayıcı faktör analizi de yapılmıştır. Tüm maddelerin yer aldığı tek faktörlü yapı, orijinal iki faktörlü yapı (pozitif-DDY ve negatif-DDY), ana çalışmada belirlenen iki faktörlü yapı (duygu yoğunluğu ve itidal) ve ön çalışmada belirlenen dört faktörlü yapı (coşkululuk, sakinlik, tedirginlik ve hassaslık) doğrulayıcı faktör analizi tekniği ile test edilmiş ve bu dört alternatif yapı farklı indeksler üzerinden birbiri ile kıyaslanmıştır. Sonuçlar Tablo 2’de sunulmaktadır. Yalınlık temel ilkesi (rule of parsimony) ve faktör yapılarının yorumlanabilirliği dikkate alındığında, belirlenen iki faktörlü yapının (duygu yoğunluğu ($\alpha = .91$) ve itidal ($\alpha = .75$)) kullanılmasına karar verilmiştir.

3.2. Ana çalışma hipotezlerinin test edilmesi

Hipotezleri test etmek amacıyla Hayes (2017) tarafından geliştirilen PROCESS MACRO 3.3. sürümü, Model 1 kullanılarak bir dizi düzenleyici regresyon analizi yapılmıştır. Bu analizlerde, dönüştürücü ve etkileşimli liderlik stilleri bağımsız değişkenler; liderin duygu durumu yoğunluğu düzenleyici değişken; lidere güven ve algılanan lider etkililiği bağımlı değişkenlerdir. Liderlik stili değişkeni hem çalışandan hem yöneticinin kendisinden (öz bildirime dayalı) alınan versiyonları ile test edilmiştir. Algılanan lider etkililiği değişkeni için bireycilik/toplulukçuluk, güç mesafesi, çalışan ve liderin eğitim seviyeleri; lidere güven değişkeni için bu dört değişkene ek olarak çalışanın kendi duygu durumu yoğunluğu tüm regresyon analizlerinin ilk aşamasında kontrol edilmiştir. Moderasyon etkisini test etmek amacıyla, etkileşim değişkenleri Process Macro tarafından otomatik olarak oluşturulmuştur.

Öncelikle, liderlik stili değişkeninin bağımlı değişkenler üzerindeki direkt etkisini test etmek amacıyla, ayrı ayrı hiyerarşik regresyon analizleri yürütülmüştür. Analizlerin sonucunda, çalışan tarafından rapor edilen dönüştürücü liderliğin hem lidere güven hem de algılanan lider etkililiğini yordadığı (sırasıyla, $b = .69$, $SE = .03$, $p < .001$, 95% CI = .63, .75; $b = .97$, $SE = .03$, $p < .001$, 95% CI = .91, 1.03); çalışan bildirimine dayalı etkileşimli liderliğin ise ne lidere güven ne de algılanan lider etkililiği üzerinde anlamlı bir etkisinin olmadığı (sırasıyla, $b = .05$, $SE = .05$, $p = .36$, 95% CI = -.05, .15; $b = .10$, $SE = .06$, $p = .13$, 95% CI = -.03, .22) görülmüştür.

Liderin duygu durumu yoğunluğunun, liderlik stili-lidere güven ve liderlik stili-algılanan lider etkililiği ilişkilerindeki düzenleyici etkisini incelemek amacıyla bir dizi düzenleyici regresyon analizi yürütülmüştür. Analiz sonuçlarına göre, liderin duygu yoğunluğu ve itidal değişkenleri, öz bildirime dayalı etkileşimli liderlik ve algılanan lider etkililiği arasındaki ilişkide düzenleyici etki göstermiştir (sırasıyla, $\Delta R^2 = .03$, $F(1, 475) = 14.78$, $b = .32$, $SE = .08$, $p < .001$, 95% CI = .15, .48; $\Delta R^2 = .01$, $F(1, 475) = 7.99$, $b = .22$, $SE = .08$, $p = .005$, 95% CI = .07, .38). Eğitim analizi sonuçlarına göre, liderin duygu yoğunluğunun yüksek olduğu durumda, kendini etkileşimli olarak tanımlayan liderler, çalışanları tarafından daha etkili algılanırken ($b = .22$, $t(475) = 3.22$, $p = .001$); aynı liderler, liderin duygu yoğunluğunun düşük olduğu durumda, çalışanları tarafından daha az etkili algılanmışlardır ($b = -.19$, $t(475) = -2.27$, $p = .02$). Liderin itidalinin yüksek olduğu durumda, kendini etkileşimli olarak değerlendiren liderler çalışanları tarafından etkili algılanmış ($b = .18$, $t(475) = 2.43$, $p = .02$); liderin itidalinin düşük olduğu durumdaysa, öz bildirime dayalı etkileşimli liderlik algılanan lider etkililiğini anlamlı düzeyde yordamamıştır ($b = -.14$, $t(475) = -1.76$, $p = .08$).

Düzenleyici regresyon analizi sonuçlarına göre, liderin duygu durumu yoğunluğu, çalışan tarafından rapor edilen liderlik stili ile bağımlı değişkenler arasındaki ilişkide düzenleyici rol oynamamıştır.

3.3. Ek Araştırma Bulguları

Çalışanın kendi duygu durumu yoğunluğu ve kültürel yöneliminin, liderlik stili-lidere güven ve liderlik stili-algılanan lider etkililiği ilişkilerindeki potansiyel düzenleyici

rolünü incelemek amacıyla, araştırma amaçlı bir dizi düzenleyici regresyon analizi yürütülmüştür. İki etkileşim etkisi (öz bildirim dayalı dönüştürücü liderlik X çalışanın itidali; öz bildirim dayalı dönüştürücü liderlik X çalışanın bireycilik/toplulukçuluk eğilimi) algılanan liderlik etkililiğini istatistiksel olarak anlamlı düzeyde yordamıştır (sırasıyla, $\Delta R^2 = .01$, $F(1, 475) = 4.51$, $b = .35$, $SE = .17$, $p = .03$, 95% CI = .03, .68; $\Delta R^2 = .01$, $F(1, 476) = 3.94$, $b = .32$, $SE = .16$, $p = .05$, 95% CI = .00, .64).

Eğim analizi sonuçları incelendiğinde, dönüştürücü liderlik stiline sahip olduklarını bildiren liderler, yüksek düzeyde itidalli olan çalışanları tarafından daha etkili algılanırken ($b = .38$, $t(475) = 2.55$, $p = .01$); itidal seviyesi düşük olan çalışanlar için, öz bildirim dayalı dönüştürücü liderlik ile algılanan lider etkililiği ilişkisi istatistiksel olarak anlamlı bulunmamıştır ($b = -.07$, $t(475) = -.49$, $p = .62$). Çalışanın kültürel yöneliminin etkisi incelendiğinde; dönüştürücü liderlik stilini benimsediğini rapor eden liderler, daha kollektivist olan çalışanları tarafından daha etkili algılanırken ($b = .34$, $t(476) = 2.40$, $p = .02$); daha bireyci olan çalışanlar için, öz bildirim dayalı dönüştürücü liderliğin liderlik etkililiği üzerinde anlamlı bir etkisi bulunamamıştır ($b = -.08$, $t(476) = -.52$, $p = .60$).

4. TARTIŞMA

Bu çalışmada, liderlik stilinin liderlik çıktıları üzerindeki etkisi ve duygu durumu yoğunluğunun bu süreçteki düzenleyici rolü incelenmiş; liderlik stilinin direkt etkisi ile ilgili hipotezler desteklenmiş, moderasyon hipotezlerinin bazıları desteklenirken bazıları desteklenmemiştir.

Önceki çalışmalar, dönüştürücü liderliğin, hem lidere güven (Dirks & Ferrin, 2002; Gillespie & Mann, 2004; Goodwin vd., 2011; Holtz & Harold, 2008; Pillai vd., 1999; Podsakoff vd., 1990; Podsakoff vd., 1996; Su-Jung Lin & Hsiao, 2014) hem de algılanan lider etkililiği (Bass, 1990; Connelly & Ruark, 2010; Hater & Bass, 1988; Lowe vd., 1996) üzerinde anlamlı pozitif etkisinin olduğunu göstermiştir. Bu çalışmanın bulguları, çalışan bildirimine dayalı dönüştürücü liderlik stili için ilgili literatür bulgularını desteklemiştir. Bunun yanı sıra, bu çalışmada, çalışan bildirimine dayalı etkileşimli liderlik, lidere güven veya algılanan lider etkililiği üzerinde anlamlı

bir etki göstermemiş, ilgili hipotezler desteklenmiştir. Bu bulgu, önceki literatür bulgularıyla (lidere güven değişkeni için: Dirks & Ferrin, 2002; Holtz & Harold, 2008; Pillai vd., 1999; Podsakoff vd., 1990; Podsakoff vd., 1996; lider etkililiği değişkeni için: Bass, 1990; Connelly & Ruark, 2010; Hater & Bass, 1988; Lowe vd., 1996) örtüşmektedir.

Liderin duygu durumu yoğunluğunun liderlik stili ve liderlik çıktıları arasındaki ilişkiyi düzenleyeceğine yönelik moderasyon hipotezlerinin iki tanesi desteklenmiştir. Etkileşimli olduğunu rapor eden liderler, duygu yoğunluğu seviyeleri yüksek olduğunda, çalışanları tarafından etkili algılanmışlardır. Groves (2005)'a göre literatürde en etkili liderlerin, duygularını ve sosyal becerilerini gösteren kişiler olduklarına dair bir tartışma vardır. Bu önerme, bu çalışmada bulunan liderin yüksek duygu yoğunluğunun düzenleyici rolü için bir açıklama olabilir. Connelly ve Ruark (2010), pozitif duygularını gösteren etkileşimli liderlerin, negatif duygularını gösteren etkileşimli liderlere göre daha etkili algılandıklarını bulmuş ve bu ilişki, etkileşimli liderliğin temelinde yatan takas mekanizmasıyla açıklanmıştır. Yani, yazarlara göre, çalışanlar, etkileşimli liderin pozitif duygularını göstermesini, kendilerinin işle ilgili gereklilikleri uygun bir şekilde karşıladıkları ve işlerin yolunda gittiği şeklinde yorumlamış olabilirler ve bu algı çalışanların lider etkililiğine dair tutumlarını pozitif yönde etkilemiş olabilir. Connelly ve Ruark (2010)'ın araştırma bulguları liderin pozitif duygularını göstermesiyle ilgili olsa da duyguların gösterilmesinin lider etkililiğindeki rolüyle, dolaylı olarak bu çalışmanın bulgularıyla benzerlik gösterdiği söylenebilir.

Etkileşimli olduğunu bildiren liderler, itidal seviyeleri yüksek olduğunda da çalışanları tarafından etkili olarak algılanmışlardır. Lider itidalinin bulunan düzenleyici etkisini anlamada Bilişsel Kaynak Kuramı (Cognitive Resource Theory, Fiedler & Garcia, 1987)'ndan yararlanılabilir. Bu kurama göre, duygusal zekası yüksek kişiler, bilişsel kaynaklarını korumayı tercih etmekte ve yoğun duygulardan dikkatleri dağılmamaktadır (Antonakis, Ashkanasy, & Dasborough, 2009). İtidal seviyesi yüksek kişilerde de benzer bir mekanizma gözlenmekte, bu kişiler, yoğun duyguları harekete geçirecek durumlarda bile kontrollü ve soğukkanlı kalmaktadırlar. Liderin

duygusal zekası, pek çok çalışmada lider etkililiği ile ilişkili bulunmuştur (Dabke, 2016; George, 2000; Harms & Crede, 2010; Rosete & Ciarrochi, 2005; Schaefer, 2015). Bu iki bulgu birleştirildiğinde, bu çalışmada, itidal seviyesi yüksek olan liderler, çalışanları tarafından duygusal yönden daha zeki ve buna dayanarak daha etkili olarak algılanmış olabilirler.

Öz bildirime dayalı etkileşimli liderlik ile algılanan lider etkililiği arasındaki pozitif ilişkinin, liderin hem yüksek duygu yoğunluğu hem de yüksek itidali için bulunmuş olması, çalışanların etkileşimli bir lideri etkili olarak değerlendirebilmek için, hem duygularını güçlü bir şekilde gösterebilen hem de gerektiğinde kontrol edebilen birini görme isteklerinden/ihtiyaçlarından kaynaklanmış olabilir. Riggio ve Reichard (2008)'ın liderin duygularını ifade etmesi ve kontrol etme becerilerinin etkili liderlik davranışlarıyla sonuçlanabileceğine dair önermesi de bu görüşü desteklemektedir.

Liderin duygu durumu yoğunluğunun liderlik stilleri-lidere güven ve/veya liderlik stilleri-algılanan lider etkililiği ilişkilerini beklenen şekilde düzenlememesinin birtakım olası açıklamaları olabilir. Örneğin, dönüştürücü liderlik-liderlik çıktıları ilişkisinde beklenen moderasyon etkisinin bulunmaması, dönüştürücü liderliğin bu çıktılar üzerindeki güçlü temel etkisinden kaynaklanmış olabilir. Yani, dönüştürücü liderlik, liderlik çıktıları üzerinde duygu durumu yoğunluğu gibi bireysel farklılık değişkenlerinin etkisine yer bırakmayacak derecede etkili, kapsayıcı bir liderlik yaklaşımı gibi görünmektedir. Dönüştürücü liderliğin lidere güven (Dirks & Ferrin, 2002; Gillespie & Mann, 2004; Goodwin vd., 2011; Holtz & Harold, 2008; Pillai vd., 1999; Podsakoff vd., 1990; Podsakoff vd., 1996; Su-Jung Lin & Hsiao, 2014) ve lider etkililiği (Bass, 1990; Connelly & Ruark, 2010; Hater & Bass, 1988; Lowe vd., 1996) üzerindeki güçlü etkisi pek çok çalışmada desteklenmiştir. Benzer şekilde, Connelly ve Ruark (2010)'ın lider etkililiğinde, liderlik stili-lider etkililiği arasındaki ilişkide bulunan düzenleyici rolüyle, liderlik süreçlerinde bireysel faktörlerin rolünü ortaya çıkararak literatüre katkı ve kurumlara

Bu çalışma, dönüştürücü liderliğin lidere güven ve lider etkililiği üzerindeki güçlü etkisini tekrarlayarak, aynı zamanda liderin duygu durumu yoğunluğunun etkileşimli liderlik stili-lider etkililiği arasındaki ilişkide bulunan düzenleyici rolüyle, liderlik süreçlerinde bireysel faktörlerin rolünü ortaya çıkararak literatüre katkı ve kurumlara

ıkarımlar saęlamıřtır. Ayrıca, orijinal olarak İngilizce geliştirilen DDYÖ'nün Türke'ye evrilmesi alıřmanın dięer katkısıdır.

alıřmanın farklı sektör ve iř gruplarında alıřan geniř bir örneklemele, eřleřtirmeli örnekleme yöntemiyle yürütölmesi ve DDYÖ'nün Türke'de ilk kez bu alıřmada kullanılması, alıřmanın güçlü yönleridir. Bunun yanında, alıřmanın bazı sınırlılıkları bulunmaktadır. Duygu durumu yoğunluęu verilerinin, alıřanların ve yöneticilerin kendinden alınması, yöntemsel bir sınırlılık olarak sayılabilir. Gelecekteki alıřmalar, alıřanın kendisinin yanı sıra, eř düzeydeki iř arkadaşlarından da veri toplayarak, verilerin daha az öznel olmasına katkı saęlayabilir. Duygu durumu yoğunluęu verisinin kesitsel bir yöntemle toplanması, bu deęiřken ve baęımlı deęiřkenler arasındaki neden-sonuç iliřkilerini anlamayı imkansız kıldığından, gelecekte boylamsal alıřmalar yürütölabilir.

Özetle, bu alıřmanın temel mesajı, liderlerin dönüřtürücü liderlięi daha fazla benimsemeleri, kurumların dönüřtürücü liderlięi teřvik etmesi, alıřanın duygu durumu yoğunluęu ve kültürel eğiliminin, örgütsel ıktılar olan lidere güven ve algılanan lider etkililięine erişmede önemli olduęudur.

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TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP STYLES AS PREDICTORS OF TRUST IN LEADER AND PERCEIVED LEADERSHIP EFFECTIVENESS: MODERATING ROLE OF AFFECT INTENSITY

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