

## A STUDY ON DEVELOPING A SCALE DIRECTED TO THE PROFESSIONAL ATTITUDE AND SOCIAL PERCEPTIONS OF EMPLOYEES<sup>1</sup>

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**Abstract:** A two-part questionnaire with a 5-point Likert-type scale, verified for validity and reliability, was used in this practical study, which included a total of 597 persons from different sectors. The study was completed in around 5 months. All the participants included in the study were selected through simple random sampling method. All the participants expressed their choices on the questionnaire forms in accordance with their own free thoughts and ideas. The questionnaire forms were sent to the participants by hand, mail or e-mail. Questionnaire forms were submitted to a total of 2500 participants, and only 872 of them responded. 597 of the received questionnaire forms were found suitable for the research. According to the information obtained, Cronbach's Alpha Coefficient was calculated to be 0.928 by the SPSS Statistics 18 software. This value shows that the questionnaire used in the study is highly reliable. The study was extended through correlation, regression and factor analyses, and the study was examined under 7 sub-factors. According to the analyses and the findings of the study, it was determined that the influence of leadership was important for employees and it created difference in terms of mental activity. It was also concluded that the concept of leadership affected especially the motivation and performance of the employees.

**Key Words:** Leader, Employee, Job, Attitude, Factor, Performance, Motivation

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## THEORETICAL FRAMEWORK AND LITERATURE REVIEW

One of the most important problems in today's working life is the employees' attitude towards and perceived problems about their jobs. This situation reveals the dimension of the relation between the employee and the job in different aspects. However, what the employers usually want is the performance and productivity of the employees as well as their loyalty. Historically, much research has been conducted on employees' attitude and social perception about their jobs. Especially in institutional businesses, studies about organizational structure are more prevalent. Organizational culture and organizational behavior are important in increasing the labor productivity and the level of performance (Kendirligil, 2006: 13, and Güçlü, 2006: 148). Professional success can be achieved only through creating an efficient level of perception in individuals and communities (Dinçer, 1997: 401-402). In today's businesses, especially institutional responsibility and social cohesion are important concepts (Tatari, 2003: 2). Professional superiority ensures both competitive advantage and higher profitability, contributing to the success of businesses (Kotler, 2006: 2-3). Professional superiority is measured by individuals' behaviors and attitude towards their jobs (Dinçer, 1998: 155). A business of institution can achieve competitive advantage

only through being different (Barutçugil, 2004: 222). Businesses which aim to achieve economic success and high profitability must teach their employees different professional qualities (Schwartz et al., 2003: 504). Job burnout has been one of the most salient issues among employees in recent years (Dağcı et al., 2014: 365-383). Production businesses can acquire competitive advantage only by conforming to the changing conditions of the world, efficiently using the technology and teaching their employees different professional qualities (Korkmaz et al., 2012: 1-16). In the health sector, which has a very high risk factor, the professional competency of the health workers cause the quality of work and personal characteristics to be more efficient (Özdil et al., 2012: 1-16). In periods of crisis, superiority can be achieved only through turning the declining advantages into profitability. And this is possible through highly talented employees (Işık et al., 2012: 1-22). In the sector of tourism and hotel management, advantage can be achieved only through the service delivery of the staff. This paves the way for the business to achieve higher profitability as well as competitive advantage (Günden et al., 2012: 1-26). Time management is quite important in professional superiority and performance management. This enables the business to turn the risks into an advantage and profitability (Korkmaz et al., 2012: 1-18). Professional satisfaction affects



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the employee's level of perception (Tutar, 2011: 13). The only way to ensure a high amount of production and more profitability is through employees' commitment to their jobs. Efficient planning and more productive use of the time have an effect on the level of productivity of the business (Westbrook, 1993: 2-3). Professional competence affects the factor of saving because the employees' levels of professional competence are the aspect that the human resources most intensely work on during the time and quality planning (Terzioğlu, 2003: 9). The concept of leadership is also quite important in professional success. Employees' adaptation and conditioning to the work are ensured through an efficient model of leadership (Akat, 1998: 7). Managers with high leadership capacity and with an influence on employees have very high importance for businesses (Blake et al., 1985: 7). Transformational leaders have higher efficiency in adapting employees to the goals and the structure and in managing the operational factors (Bass et al., 1995: 3). An efficient leader leads employees to assume efficient roles in the decision making mechanism and to have greater sense of responsibility (Bennis et al., 1985: 11).

### **Purpose, Scope, Method**

This research includes a practical examination of employees' attitude towards and perception about their jobs and occupations. 597

employees took part in this practical study. A two-part questionnaire with a 5-point Likert-type scale was applied to the participants.

### **Validity and Reliability of the Questionnaire**

Since the questionnaire, which was the measuring tool in this research, would be used for the first time, a preliminary test was conducted to ensure its validity and reliability before the main research. A total of 125 participants were included in the preliminary test. The data acquired in the first preliminary test were analyzed through the SPSS 18 statistical software, and the Cronbach's Alpha Coefficient was found to be 0.751. The first test included 56 questions with a 5-point Likert scale and 19 questions with demographic options. 16 questions that decreased the reliability value were excluded, and a new questionnaire form with 44 questionnaires was arranged for the main research. In accordance with the data acquired from the preliminary test and with the data analysis, 7 sub-dimensions were determined and the 44 questions were grouped. After the grouping, the form was rearranged, and then the main research started. The first research "PRELIMINARY TEST" was applied to the managing and managed employees working in 26 production enterprises in Istanbul and Izmit. Among the 125 participants, 8 were white-collar managers. 29 of them were in the positions of middle-class



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managing “Chief”. Rest of the participants were normal “Managed” working individuals. As for the educational status of the participants in the preliminary test research, 3 of them held PhD degree, 17 master’s degree, 21 bachelor’s degree, 32 vocational school degree, and the rest had received high school or lower education. Regarding the gender distribution, 2 in the white-collar “Senior Management” were female while 6 were male. Of the middle-class “Chiefs”, 9 were female and 20 were male. Of the lower-class managed employees, 62 were male and 26 were female. The average age of 125 participants was 35.5. The oldest participants was 52 and the youngest participant was 19. As for the wages, the participant with the highest net salary earned 3950 TRY while the lowest net salary was 1050 TRY. The average income of the all participants was 2500 TRY. As for the marital status, 72% was married. The average number of children of the married participants was 2. For the durations of marriage, the highest was 28 years and the lowest was 1 year. The average was 14.5 years. All the participants were registered in the social insurance institution (SSK insurance). The white collars had both SSK insurance and private health insurance. Special cars were allocated for the white collars and the middle class managers by their “enterprise”. For the periods of working in these enterprises, the highest was 15 years and the lowest was 1

year. For the working experience, the highest was 23 years and the lowest was 1 year. The longest period of experience in management was 14 years while the lowest was 2 years. All the employees working in the management were provided with private cars they could use “personally” by their enterprises. This study was a scale development study. 1 occupational safety specialist, 1 psychologist, 4 sociologists, 1 economist and statistics expert and 1 educational advisor, all of whom were specialized in their fields, took part in the whole research process including pre- and post-implementation stages. The preliminary test took 78 days.

### Data Analysis

Simple random sampling method was employed in the study. The data obtained from the study were analyzed through the SPSS statistics 18 software. Cronbach’s Alpha Coefficient was found to be 0.928 in consequence of the correlation and regression analyses. In the end of the study, the problems faced by the employees and the leadership values were questioned.

### Research Hypotheses

- ✓ H1: There is a correlation between the leadership factors and Intellectual Stimulation.



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- ✓ H2: There is a correlation between the leadership factors and Charisma/Inspiration.
- ✓ H3: There is a correlation between the leadership factors and Idealized Influence.
- ✓ H4: There is a correlation between the leadership factors and Individualized Consideration.
- ✓ H5: There is a correlation between the leadership factors and Continuance Commitment.

## IMPLEMENTATION AND ANALYSES

### Reliability Analysis

**Table 1. Reliability Statistics**

Cronbach's Alpha	Number of Items
,928	44

Since Cronbach's Alpha Coefficient was found to be 0.928 in consequence of the reliability analysis, it can be suggested that the 44 factors are very highly reliable.

## FINDINGS

### DEMOGRAPHIC AND DESCRIPTIVE STATISTICS

The following tables provide the demographic and descriptive statistics of the study.





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**Table 2. Demographic Characteristics of the Participants**

		Count	Column N %
1. YOUR AGE	18-22	342	57,29%
	23-28	255	42,71%
2. YOUR GENDER	Male	63	22,83%
	Female	213	77,17%
3. YOUR POSITION IN THE ORGANIZATION	Public servant	273	45,73%
	Worker	207	34,67%
	Manager	72	12,06%
	Senior Manager	45	7,54%
4. WHAT IS YOUR MONTHLY INCOME?	900-1250	45	7,54%
	1251-2000	120	20,10%
	2001-2500	207	34,67%
	2501-3500	159	26,63%
	3501+	66	11,06%
5. YOUR MARITAL STATUS	Married	342	57,29%
	Single	255	42,71%
6. FOR HOW MANY YEARS HAVE YOU WORKED IN THE INSTITUTION?	1-4	198	33,17%
	5-8	264	44,22%
	9-12	102	17,09%
	13-25	33	5,53%
7. DO YOU HAVE ANY KNOWLEDGE ABOUT TRANSFORMATIONAL LEADERSHIP?	Yes	435	72,86%
	No	162	27,14%
8. DO YOU PARTICIPATE IN GROUP OR ORGANIZATIONAL WORK?	Yes	378	63,32%
	No	219	36,68%
9. ARE YOU CONSIDERING TO TAKE AN ACTIVE ROLE IN DECISION MAKING MECHANISMS?	Yes	321	53,77%
	No	276	46,23%
10. HAVE YOU BEEN AWARDED BY YOUR SUPERVISOR?	Yes	435	72,86%
	No	162	27,14%
11. DO YOU HAVE FUTURE CAREER PLANS?	Yes	315	52,76%
	No	282	47,24%
12. WHICH ONE IS MORE IMPORTANT FOR YOU IN PLANNING YOUR CAREER?	Earnings "money"	183	30,65%
	Rank of my job	246	41,21%
	Being a manager	102	17,09%
	All	66	11,06%
13. DO YOU WANT TO CONTINUE YOUR JOB IN THIS INSTITUTION?	Yes	270	45,23%
	No	327	54,77%
14. DO YOU CONSIDER YOURSELF AS A MEMBER AND A PART OF THIS INSTITUTION?	Yes	390	65,33%
	No	207	34,67%



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The average responses of the participants' were grouped so as to be used in further analyses, by taking the scale key into consideration.

### BASS AVOLIO TRANSFORMATIONAL LEADERSHIP (MLQ)

# 1, 2, 3, 4

Intellectual Stimulation

# 5, 6, 7, 8

Charisma/Inspiration

#9, 10, 11, 12, 13, 14, 15, 16

Idealized Influence

#17, 18, 19, 20

Individualized Consideration

### ALLEN MEYER ORGANIZATIONAL COMMITMENT

#1, 2, 3, 4, 5, 6, 7, 8

Affective Commitment

#9, 10, 11, 12, 13, 14, 15, 16

Continuance Commitment

#17, 18, 19, 20, 21, 22, 23, 24

Normative Commitment

## Leadership Factors Analyses

### Correlation Analysis

The factors with high level of correlation are shown below according to the results of the examination of the relations among the Bass Avolio transformational leadership and Allen Meyer organizational commitment factors. The factors found to be related in the correlation analysis will be further examined in the regression analysis.

- Intellectual stimulation has a high positive correlation with Idealized influence and a medium positive correlation with Individualized consideration.
- Charisma/Inspiration has a high positive correlation with Idealized influence and a low positive correlation with Affective commitment.
- There is a medium positive correlation between Idealized influence and Individualized consideration.
- There is a low positive correlation between Individualized consideration and Affective commitment.
- There is a high positive correlation between continuance commitment and normative commitment.



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Table 3. Correlation and Factor Analysis

Pearson Correlation	Intellectual Stimulation	Charisma/ Inspiration	Idealized Influence	Individualized Consideration	Affective Commitment	Continuance Commitment	Normative Commitment
Intellectual Stimulation	1						
Charisma/ Inspiration	,123	1					
Idealized Influence	,718	,488	1				
Individualized Consideration	,271	,060	,336	1			
Affective Commitment	,031	,155	,049	-,064	1		
Continuance Commitment	-,052	-,058	-,100	,105	-,017	1	
Normative Commitment	-,051	-,057	-,066	,050	,011	,809	1





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**H1: There is a correlation between the leadership factors and Intellectual stimulation.**

**Table 4. Coefficients<sup>a,b</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	Idealized Influence	,990	,026	,966	37,907	,000
	Individualized Consideration	,028	,025	,028	1,102	,271

a. Dependent Variable: Intellectual Stimulation

b. Linear Regression through the Origin

- A one-unit increase in idealized influence leads to a 0.99-unit increase in the intellectual stimulation factor.
- A one-unit increase in individualized consideration leads to a 0.28-unit increase in the intellectual stimulation factor.

**H2: There is a correlation between the leadership factors and Charisma/Inspiration.**

**Table 5. Coefficients<sup>a,b</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	Idealized Influence	,739	,034	,741	21,857	,000
	Affective Commitment	,251	,034	,252	7,418	,000

a. Dependent Variable: Charisma/Inspiration

b. Linear Regression through the Origin



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- A one-unit increase in idealized influence leads to a 0.739-unit increase in the charisma/inspiration factor. **H3: There is a correlation between the leadership factors and Idealized Influence.**
- A one-unit increase in affective commitment leads to a 0.251-unit increase in the charisma/inspiration factor.

Table 6. Coefficients<sup>a,b</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 Individualized Consideration	,950	,007	,983	129,517	,000

a. Dependent Variable: Idealized Influence

b. Linear Regression through the Origin

- A one-unit increase in individualized consideration leads to a 0.950-unit increase in the idealized influence factor. **H4: There is a correlation between the leadership factors and Individualized Consideration.**

Table 7. Coefficients<sup>a,b</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 Continuance Commitment	,991	,009	,975	107,370	,000

a. Dependent Variable: Individualized Consideration

b. Linear Regression through the Origin

- A one-unit increase in continuance commitment leads to a 0.991-unit increase in the individualized consideration factor. **H5: There is a correlation between the leadership factors and Continuance Commitment.**



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Table 8. Coefficients<sup>a,b</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	Normative Commitment	1,004	,003	,997	291,992	,000

a. Dependent Variable: Continuance Commitment

b. Linear Regression through the Origin

- A one-unit increase in normative commitment leads to a 1.004-unit increase in the continuance factor.

## CONCLUSION AND ASSESSMENT

- The average responses of the participants' were grouped so as to be used in further analyses, by taking the scale key into consideration.
  - # 1, 2, 3, 4  
Intellectual Stimulation
  - # 5, 6, 7, 8  
Charisma/Inspiration
  - #9, 10, 11, 12, 13, 14, 15, 16  
Idealized Influence
  - #17, 18, 19, 20  
Individualized Consideration
  - #1, 2, 3, 4, 5, 6, 7, 8  
Affective Commitment
  - #9, 10, 11, 12, 13, 14, 15, 16  
Continuance Commitment

- #17, 18, 19, 20, 21, 22, 23, 24  
Normative Commitment
- Intellectual stimulation has a high positive correlation with Idealized influence and a medium positive correlation with Individualized consideration.
- Charisma/Inspiration has a high positive correlation with Idealized influence and a low positive correlation with Affective commitment.
- There is a medium positive correlation between Idealized influence and Individualized consideration.
- There is a low positive correlation between Individualized consideration and Affective commitment.
- There is a high positive correlation between continuance commitment and normative commitment.
- A one-unit increase in idealized influence leads to a 0.99-unit increase in the intellec-



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tual stimulation factor; a one-unit increase in individualized consideration leads to a 0.28-unit increase in the intellectual stimulation factor.

- A one-unit increase in idealized influence leads to a 0.739-unit increase in the charisma/inspiration factor; a one-unit increase in affective commitment leads to a 0.251-unit increase in the charisma/inspiration factor.
- A one-unit increase in individualized consideration leads to a 0.950-unit increase in the idealized influence factor.
- A one-unit increase in continuance commitment leads to a 0.991-unit increase in the individualized consideration factor.
- A one-unit increase in normative commitment leads to a 1.004-unit increase in the continuance factor.

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## ÇALIŞANLARIN MESLEKİ TUTUM ve SOSYAL ALGILARININA YÖNELİK BİR ÖLÇEK GELİŞTİRME ÇALIŞMASI

**Öz:** Farklı sektörlerden toplam (N=597) kişinin katılım yaptığı uygulamalı araştırmamızda geçerlilik ve güvenilirliği sağlanmış 5’li likert ölçek ve iki bölümden oluşan bir anket kullanılmıştır. Araştırmamız yaklaşık olarak 5 ay sürmüştür. Araştırma sürecine katılan tüm katılımcılar basit rassal yöntem yolu ile belirlenmiştir. Tüm katılımcılar kendi özgür düşünce ve fikirleri doğrultusunda anket formlarına tercihlerini yansıtmıştır. Anket formları katılımcılara elden, posta ve mail yolu ile gönderilmiştir. Toplam 2500 katılımcıya anket formu gönderilmiş olup, gönderilen anket formlarından sadece 872 adeti geri dönmüştür. Geri dönen anket formlarının (N=597) adeti uygulamaya uygun bulunmuştur. Elde edilen bilgiler doğrultusunda öncelikli olarak SPSS istatistik 18 programı ile Cronbach’s Alpha Kat Sayısı olarak 0,928 değeri elde edilmiştir. Bu değer araştırmada kullanılan anketin oldukça yüksek güvenilirlikte olduğunu göstermektedir. Korelasyon, regresyon ve faktör analizleri ile çalışma genişletilerek, 7 alt faktör altında çalışma incelenmiştir. Yapılan analiz ve elde edilen bulgular doğrultusunda çalışanlar üzerinde liderlik etkisinin önemli ve zihinsel etkinlik konusunda farklılıklar meydana getirdiği saptanmıştır. Ayrıca liderlik kavramının çalışanların başta motivasyon ve performans üzerinde de etkili olduğu sonucunu ortaya çıkarmıştır. Zihinsel teşvik ile İdealleştirilen etki arasında yüksek dereceli pozitif ilişki, bireysel ilgi arasında orta dereceli pozitif ilişki bulunmaktadır. Bu araştırma çalışması bir geçerlilik güvenilirlik araştırması şeklindedir. Ayrıca araştırmada ölçek geliştirme yapılmıştır. Asıl araştırma öncesinde gerçekleştirilen sonuçlara ve uygulamalara baktığımızda ise; araştırmada kullanılan ölçme aleti anket ilk kez kullanıldığından, asıl araştırma öncesinde geçerlilik ve güvenilirliğin sağlanması amacıyla bir ön test gerçekleştirilmiştir. Ön teste toplam (N=125) katılımcı dahil edilmiştir. İlk ön test sonucu elde edilen veriler SPSS 18 istatistik programı ile analiz edilmiş ve Cronbach’s Alpha kat sayısı olarak 0,751 değeri elde edilmiştir. İlk teste toplam 5’li likertten oluşan 56 soru ve 19 demografik şıklı soru bulunmaktaydı. Güvenirlilik değerini düşüren 16 soru iptal edilmiş ve asıl araştırmada 44 sorudan oluşan yeni bir anket formu düzenlenmiştir. Ön test sonrası elde edilen veriler ve yapılandırma analiz sonrasında 7 alt boyut belirlenmiş ve 44 maddelik sorular gruplandırılmıştır. Bu gruplandırma sonrasında form yeniden şekillendirilerek asıl araştırmaya geçilmiştir. İlk araştırma “ÖN TEST” İstanbul ve İzmit bölgesindeki toplam 26 üretim işletmesinde çalışan yönetici ve yönetilen kadrosundaki





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çalışanlara yönelik uygulama yapılmıştır. 125 katılımcının 8 kişisi yönetici beyaz yakalıdır. 29 kişi ise orta sınıf yönetici “Şef” kadrosundadır. Diğer katılımcılar ise normal çalışan “Yönetilen” bireylerdir. İlk ön test araştırmasına katılım sağlayan bireylerin eğitim durumlarına bakıldığında ise 3 doktora, 17 yüksek lisans, 21 üniversite, 32 yüksekokul ve diğer katılımcılar ise lise ve altı eğitim almış kişilerdir. Cinsiyet dağılımı ise beyaz yakalılardan “Üst Yönetim” grubundan olan 2 kişi kadın, diğer 6 kişi ise erkektir. Orta sınıf “Şef” kadrosundaki katılımcıların ise 9 katılımcı kadın 20 kişi ise erkektir. Alt sınıf yönetilenlerin ise 62 kişi erkek 26 kişi ise kadındır. 125 katılımcının yaş ortalamaları 35,5 dir. En yüksek katılımcı yaşı 52 en düşük olanı ise 19 dur. Gelir ortalamalarına baktığımızda ise en yüksek gelir sahibi 3950. TL en alt gelir sahibi ise 1050. TL net maaş almaktadır. Gelir ortalaması ise tüm katılımcılarda 2500. TL dir. Medeni durumlarına baktığımızda ise %72 si evlidir. Ve evli olanların çocuk sayısı ortalaması 2’dir. Evlilik sürelerine baktığımızda en fazla süre 28 en küçük süre ise 1 yıldır. Ortalaması ise 14,5 yıldır. Katılımcıların tamamının sosyal güvenlik kurumu “SSK” kaydı bulunmaktadır. Beyaz yakalı olanların ise hem SSK hem de özel sağlık sigortaları vardır. Beyaz yakalı ve orta sınıf yöneticilere bağlı oldukları kurum “işletme” tarafından özel araç tahsisi yapılmıştır. Bu işletmelerde çalışanların çalışma süreleri ise en yüksek olanı 15 yıl en az olanı ise 1 yıldır. İş tecrübelerine bakıldığında ise en fazla iş tecrübesine sahip olan 23 yıl en az olan ise 1 yıldır. Yöneticilik aşamasında en yüksek yöneticilik süresine sahip olan 14 yıl en düşük olan ise 2 yıldır. Tüm yönetim kadrosunda bulunan personel “N=37” çalışanın tamamına çalıştıkları işletme tarafından özel araç “kişisel” kullandıkları araç tahsisi yapılmıştır. Bu çalışma bir ölçek geliştirme çalışması şeklindedir. Araştırma süresince uygulama öncesinde ve sonrasında alanında uzmanlaşmış 1 iş güvenliği uzmanı, 1 psikolog, 4 sosyolog, 1 ekonomist ve istatistik uzmanı ile 1 eğitim danışmanı eşlik etmiştir. Ön test araştırma süresi ise toplam 78 iş günüdür. Araştırmanın sonucunda ise; Karizma/İlham verme ile İdealleştirilen etki arasında yüksek dereceli pozitif ilişki, duygusal bağlılık arasında düşük dereceli pozitif ilişki bulunmaktadır. İdealleştirilen etki ile Bireysel ilgi arasında orta dereceli pozitif ilişki bulunmaktadır. Bireysel ilgi ile Duygusal bağlılık arasında düşük dereceli pozitif ilişki bulunmaktadır. Devamlılık bağlılığı ile normatif bağlılık arasında yüksek dereceli pozitif ilişki bulunmaktadır. İdealleştirilen etkideki bir birimlik artışa zihinsel teşvik faktöründe 0,99 birimlik, Bireysel ilgideki bir birimlik artış, zihinsel teşvik faktöründe 0,28 birimlik artışa neden olmaktadır. İdealleştirilen etkideki bir birimlik artış, karizma ilham verme faktöründe 0,739 birimlik, Duygusal bağlılıktaki bir birimlik artış, karizma ilham verme faktöründe 0,251 birimlik artışa neden olmaktadır. Bireysel ilgideki bir birimlik artış, idealleştirilen etki faktöründe 0,950 birimlik artışa neden olmaktadır. Devamlılık bağlılığındaki



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bir birimlik artış, bireysel ilgi faktöründe 0,991 birimlik artışa neden olmaktadır. Normatif bağlılıktaki bir birimlik artış, devamlılık faktöründe 1,004 birimlik artışa neden olmaktadır.

**Anahtar Kelimeler:** Lider, Çalışan, Meslek, Tutum, Faktör, Performans, Motivasyon