

THE RELATIONSHIP BETWEEN LEADER MEMBER EXCHANGE
AND
INTENTION TO LEAVE AMONG HOTEL EMPLOYEES

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Intention to Leave among Hotel Employees

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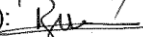
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“Leadership is not about titles, positions and flowcharts.

It is about one life influencing another”.

John C. Maxwell

Sevgili aileme...

TEŞEKKÜR

Tez çalışmamın sonuna gelmiş bulunmaktayım ve şimdi sıra bu çalışmadaki kilit insanlara teşekkür etmeye geldi. Öncelikle, bu çalışmanın tüm aşamalarında her türlü desteği sağlayan değerli hocam ve danışmanım Yrd.Doç. Dr. İdil IŞIK'a çok teşekkür ederim. Hayatım boyunca başarımla ve mutluluğum için emeğini esirgemeyen anneme teşekkür ederim. Onun sonsuz sevgisi, şefkati ve desteği ile bugünlere geldiğim için çok şanslı olduğumu biliyorum. Bu süre içerisinde sonsuz hoşgörü, sabır, sevgi ve desteği ile yanımda olan sevgili eşime en içten teşekkürlerimi sunarım. Bu araştırmada örnekleme ulaşmamı sağlayan ve doğrudan katılımcı olan herkese çok teşekkür ederim.

To my beloved family...

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ABSTRACT

The aim of the present study was to investigate leader member exchange (LMX) in tourism industry. This study investigates the relationship between quality of leader member exchange and intention to leave with the mediating effect of organizational commitment and investigates the relationship between quality of leader member exchange and organizational commitment with the mediating effect of interactional justice. Current study extends past research by examining the relationship between leader member exchange and intention to leave. The study included participants who are working for hotel industry. Quantitative (i.e., the surveys of leader member exchange, survey of commitment) methods were used to investigate the relationship between quality of leader member exchange and intention to leave.

In the survey, leader member exchange scale, organizational commitment scale, interactional justice scale, intention to leave scale were presented to 108 (48 females, 56 male) employees from three different hotels in İstanbul (two five-star, and one four-star). To make mediation analyses, firstly, correlational analyses were performed among variables that are leader member exchange, interactional justice, organizational commitment, and intention to leave.

The results demonstrated that leader member exchange is negatively correlated with intention to leave and positively correlated with normative commitment and interactional justice. Furthermore, normative commitment and intention to leave are negatively correlated while interactional justice and organizational commitment are positively correlated. Also, the study supported that there is a mediating effect of interactional justice on the relationship between leader member exchange and

organizational commitment. However, there is no mediating effect of normative commitment on the relationship between leader member exchange and intention to leave.

Lastly, this study contributes to leader member exchange literature in tourism industry. Also, it will create different point of view toward increasing turnover rate by presenting the relationship between leader member exchange and intention to leave in hospitality industry.

ÖZ

Bu araştırmanın amacı, turizm endüstrisinde lider üye etkileşimini araştırmaktır. Bu çalışma, lider üye etkileşimi ile işten ayrılma niyeti arasındaki ilişki araştırmaktadır. Aynı zamanda bu ilişki üzerinde örgütsel bağlılığın ve örgütsel adaletin aracı etkisini incelemektedir. Çalışma, ağırlama sektöründe beş yıldızlı ve dört yıldızlı otellerde çalışan 108 kişiyi içermekte olup bunlardan 48 kişi kadın 56 kişi erkektir. Lider üye etkileşiminin kalitesi ile işten ayrılma niyeti arasındaki ilişkiyi araştırmak için nicel yöntemler kullanılmıştır. Katılımcılara anket uygulanmış olup, ankette lider üye etkileşimi, etkileşimsel adalet, örgütsel bağlılık, işten ayrılma ölçekleri kullanılmıştır.

Çalışmada ilk olarak lider üye etkileşimi ile örgütsel bağlılık arasındaki ilişkiye bakılmış ve bu ilişkide etkileşimsel adalet olgusunun aracılık etkisi incelenmiştir. İkinci olarak ise lider üye etkileşimi ile işten ayrılma niyeti arasındaki ilişkiye bakılmış ve bu ilişki üzerinde normatif bağlılığın aracı etkisi incelenmiştir. Etkileşimsel adalet ve örgütsel bağlılığın aracı etkisini saptamak adına öncelikle korelasyon analizi gerçekleştirilmiştir. Sonuca göre lider üye etkileşimi ile işten ayrılma niyeti üzerinde negatif ve lider üye etkileşimi ile normatif bağlılık ve etkileşimsel adalet arasında pozitif bir ilişki olduğu bulunmuştur.

Son olarak, normatif bağlılık ile işten ayrılma niyeti arasında olumsuz bir ilişki olduğu saptanmıştır. Etkileşimsel adalet kavramının, lider üye etkileşimi ve normatif bağlılık kavramları arasında aracı değişken etkisi yaptığı gözlenmiştir. Ancak normatif bağlılık lider üye etkileşimi ve işten ayrılma niyeti arasında aracı değişken etkisi yapmamaktadır. Bu çalışma, turizm endüstrisine lider üye etkileşimi konusunda katkıda

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Bu sonuçlar göstermektedir ki, işten ayrılma niyeti üzerinde kişilerin liderleriyle olan ilişkileri oldukça önemlidir. Turizm sektöründe personel devir hızının yüksek oluşu düzensiz çalışma saatlerine, düşük maaş oranlarına bağlanırlen çalışanların liderleriyle olan ilişkileri ve bundan doğan adalet ve bağlılık algıları da unutulmamalıdır.

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CHAPTER 1

INTRODUCTION

Leadership means to determine common group goals and to lead members of the group in order to achieve these goals (Tekarslan, Kılınç, Şencan, & Baysal, 2000). According to Efil (1996), leadership is to lead and to influence group of people so as to fulfill personal or group goals under the specific conditions. In sum; leadership is the skill to lead, to influence and to motivate employees of organizations in order to achieve common organizational goals. According to Etzioni (1965), followers change their preferences with preferences of leader for the sake of achieving outcomes of leader. Leadership includes motivating followers to succeed the outcomes that leaders seek and this requires them to adopt preferences for those outcomes.

In tourism industry, leaders are generally perceived that they focus on control over subordinates. According to Akbaba and Erenler (2008), managers in the tourism industry are generally based on their job roles and descriptions other than relationship with their employees. Relationship with their employees is less important. This is mentioned as valid for lower or middle level of employees. Namely, there is a different perception among different level of employees when we consider leadership behaviour (Akbaba & Erenler, 2008). However, leaders should value relationship with employees, because tourism industry is labour intensive. Personal relationship between leaders and employees should be effective in order to achieve organizational goals (Mullins, 1998). Perception of relationship between leaders and their employees can deteriorate organizational commitment and leads to high turnover rate (Avcı & Topaloğlu, 2009).

Thus, it is necessary to create high quality exchange between leader and employees in tourism industry in order to develop opportunities that both parties can benefit especially in tourism industry.

Based on this general objective, first of all, current study will bring different viewpoints related to high turnover rates in tourism industry and will attempt to explain the problem from the quality perspective of “leader member exchange”. It is predicted that the relationship between quality of “leader member exchange” and “intention to leave” will be mediated by the effect of organizational commitment. Besides, mediating effect of interactional justice between “leader member exchange” and organizational commitment is expected.

For the first step, expectation is that differentiated quality of leader member exchange will affect perception of organizational justice and it has an impact on feeling of commitment in turn. Then, commitment will affect intention to leave. Thus, first of all, I will explain what the leader member exchange is and its dimensions and consequences. Secondly, organizational justice will be defined and the mediating effect of interactional justice on the relationship between LMX and organizational commitment will be analysed. Thirdly, organizational commitment that are affective, normative and continuance will be explained and it will be analysed as a mediator between LMX and turnover intention.

Generally, in tourism industry, high turnover rate results because of seasonal work, difficulties of working conditions (shift working) and related work life balance issues, and low wages. These factors and also the effect of quality of leader member exchange, organizational justice and organizational commitment are the few amongst the others to predict employees’ intention to leave.

The ongoing relationship between leaders and their subordinates is named as “leader member exchange” which is about the quality of interaction between employees and their leaders (Graen & Uhl-Bien, 1995). It focuses on the degree of emotional support and exchange of valued resources from leaders toward their employees and, it assumes that leaders develop a unique relationship with each subordinate, i.e., the quality of exchange is not the same across each dyad. LMX is investigated by many researchers (e.g. Liden, Bauer, Erdoğan, & Wayne, 2006; Ma & Qu, 2010) and they propose that each leader has different styles of management which are shaped by different organizational goals. This in turn, shapes the quality of relationship with each member.

Development of leader member exchange is based on three stages that are called “stranger”, “acquaintance”, and “partner”. All stages depend on instrumental and social exchanges (Graen & Uhl-Bien, 1995). The leader gives responsibilities and follows subordinates whether they can achieve or not in the stranger stage. If the follower meets expectation of the leader, greater responsibilities are given to the follower. Lastly, there is a mature leader member exchange relationship, when motivation of followers changes from a desire to satisfy self-interests to desire to satisfy long-term interest of work unit. If leaders and followers are able to develop a mature relationship, this generates effective leadership processes and both sides get benefits (Graen & Uhl-Bien, 1991). Development of mature dyadic relationship is valuable asset not only for the employees and supervisors but also for achievement of organizational growth (Engle & Lord, 1997).

Leadership research has three different domains of focus: the follower, the leader, and the relationship. Leader based domain focuses on how behaviours,

personality, and traits of leaders affect leadership style. However, follower based domain focuses on followers so that how personality, traits, expectation, and perceptions of followers have an influence on leadership style. The last focus is on the dyadic relationship between leader and follower like the relational characteristics of trust, respect, and obligation.

1. Leader Member Exchange Theory

1.1. Leader Member Exchange Dimensions

Leader member exchange (LMX) with four dimensional construct which is called “LMX- multidimensional measure” is explained by Liden and Maslyn (1998). The first one is a “mutual affection”. Interpersonal attractions rather than work and professional values are important for the affection (Dienesch & Liden, 1986). Second one is “contribution” that is each member put the perceived amount, direction and quality of work oriented activity in order to reach mutual goal (Dienesch & Liden, 1986). Third one is “loyalty” that is related to whether both leader and member publicly support each other’s actions and character or not (Dienesch & Liden, 1986). The last one is “professional respect” that is perception of leader member dyads according to each other’s knowledge, competence, and skills (Liden & Maslyn, 1998).

1.1.1. Mutual Affection

Dienesch and Liden (1986) explained affect dimension of LMX as “the mutual affection members of the dyad have for each other based primarily on interpersonal attraction rather than work or professional values" (p.625). Mutual liking is the feature of affect dimension between leader and member to be involved in developing and ongoing LMX. Some of leader member exchanges are directly based on affect dimension while some of leader member exchanges that are worked based with contribution. If there

is affect dimension in the LMX, the leader and member frequently communicate with each other, because they develop friendship thanks to business interactions (Bridge & Baxter, 1992) and they enjoy to come together. According to study of Dienesch and Liden (1986), liking is more valuable predictor of leader member exchange than work or professional values.

1.1.2. Contribution

Contribution dimension is explained by Dienech and Liden (1986) as “the perception of the amount, direction, and quality of work-oriented activity each member puts forth toward the mutual goals (explicit or implicit) of the dyad” (p.624). The role of employees’ work related behaviour is significant on the development of leader member exchanges. If there is leader member dyad, leader evaluates performance of member depending on delegated tasks. Leaders develop higher quality exchange with subordinates whose performance are impressive and subordinates who accept invitation of leader. According to Bass (1990) higher quality of relationship means the more exchange of valued resources like physical resources, information, task delegation, equipment, and monetary support.

1.1.3. Loyalty

Loyalty dimension refers to what the extend leader and subordinates are loyal to each other and to what the extend they support each other’s actions and character. Graen and Scandura (1987) supported that loyalty is the consequence of leader member exchange development. On the other hand, Dienesch and Liden (1986) supported that loyalty can be component or dimension of leader member exchange. In other words, loyalty has critical importance in the development of LMX (Dienesch & Liden, 1986).

Request of leaders is to allocate task that necessitate independent judgement and responsibility to loyal employees (Liden & Graen,1980).

1.1.4. Professional Respect

Professional respect is related to reputation of each party. In organizations, each member of dyad built reputation within or outside the organization regarding to their line of work. Professional respect is related to earlier memories about a person. Awards of each parties, professional recognition affect professional respect before working together. (Liden & Maslyn, 1998).

Dienesch and Liden (1986) supported the idea that there are other dimensions to develop leader member exchange. One of the most important ones is based on social exchange theory (Hollander, 1980; Jacobs, 1971).

1.2. Dimension from the perspective of Social Exchange Theory

Social exchange theory is one of the most important theoretical basis of leader member exchange (Sparrowe & Liden, 1997) and postulate that “each party must offer something the other party sees as valuable and each party must perceive exchange as equitable and fair” (Graen & Scandura, 1987, p. 182). The quality of leader member exchange varies depending on support exchanged between supervisor and subordinate, and the amounts of resources. If the value of exchange increases, there would be higher quality of leader member exchange.

In other words, leader member exchange is based on social exchange theory that organizations and managers have a role to create feeling of employee obligation and pro-organizational behaviour like performance, and organizational citizenship behaviour (Blau, 1964). Aim is to test whether parties can have developed trust,

respect, and obligation that are significant and necessary for high quality of exchanges (Uhl-Bien & Maslyn, 2000). If the party, initiating exchange is satisfied and if behaviour is positive, parties continue to exchange. However, if behaviour is not positive and party who initiates exchange is not satisfied, exchange does not pursue and there is limited exchange between leaders and members (Dienesch & Liden, 1986; Graen & Scandura, 1987).

1.3. Consequences of Leader Member Exchange

We understand that there is diversity according to quality of exchange between the leaders and members; some dyads have high exchange and some have low. Understanding similarity or dissimilarity, and understanding quality of relationship between team leaders and members is a very significant issue, because emotions and perceptions related to this similarity or dissimilarity have been shown to have implications on intrapersonal and interpersonal outcomes. Intrapersonal outcomes can be work motivation, and level of effort (Dirks, 1999); while interpersonal outcomes can be trust, commitment, and conflict (Reis & Collins, 2000). In other words, quality of exchange can be evaluated according to mutual respect, trust, and obligation between leader and members (Graen & Uhl-Bien, 1995). Their relationship is based on emotional support and trust (Dienesch & Liden, 1986). These outcomes affect finally team functioning (Tse, Dasborough, & Ashkanasy, 2005).

Low quality LMX members experience “order giving and following” relationship (Gagnan & Michael, 2004). Their relationship with their leaders is governed by employment contract. However, high LMX members enjoy relationship that is characterized by partnership between leader and member. This relationship has

some outcomes and emotions like contributory behaviour, liking, professional respect and loyalty (Dienesch & Biden, 1986; Liden & Maslyn, 1998).

Subordinates who have high quality exchange can have opportunities like preferential treatment, increased job related communication, differential allocation of formal and informal rewards, and access to supervisor whenever they want, increased performance-related feedback (e.g., Dienesch & Liden, 1986; Elicker, Levy, & Hall, 2006; Graen & Uhl-Bien, 1995). On the other hand, employees who have low quality LMX with their supervisor can get fewer opportunities. They have a limited access to resources like performance related feedbacks, formal or informal rewards, communication and consideration problems with their managers or supervisors, lower probability for promotion, and receiving less challenging work from supervisor. Low quality LMX negatively affects their job satisfaction and wellbeing.

The existence of high quality and low quality exchange between leaders and their members create differentiation and divide members into two. In-group members and out-group members emerge, if there is a differentiation in the team (Ma & Qu, 2010). Such a differentiation influences co-worker exchange as well. Beliefs about respect, trust, and loyalty within co-worker exchange relationship are influenced by the quality of leader member exchange.

According to Sherony and Green's (2002) study, if there is a similar LMX relationship between two co-workers and their leaders, there will be more positive the co-worker exchange relationship. In other words, if there is a differentiated leader member exchange between leaders and subordinates, this manifests itself in the relationship among the co-workers.

Besides co-worker relationship, differentiated quality of leader member exchange also affects perception of organizational justice. Perception of fairness or unfairness in turn may affect work outcomes like commitment. Many studies show that there is a positive link between LMX and organizational commitment (Liden, Sparrowe, & Wayne, 1997). However, less of them analyses the effects of justice on the relationship between LMX and organizational commitment. In addition, becoming a part of in-group member or out-group member affects justice perception, work attitudes, outcomes, and relationship among members.

2. Organizational Justice

According to Dansereau, Graen, and Haga (1975); and Grahen and Uhl Bien (1995), leaders have limited resources in order to allocate to their subordinates so, they develop differentiated leader member exchanges. This affects employees' perception about distributive and procedural fairness. In the case of "high quality LMX" or "low quality LMX", leaders may build unfairness into work relationships with their subordinates (Lee, 2001). Some subordinates are treated better than others who are generally in-group members (Scandura, 1999) and this creates inequality.

Dansereau, Alutto, and Yammarino (1984) explains exchange theory discussing role of equity perception in development of leader member exchange. According to perspective of exchange theory, there is an investment and return. Investment is that what one person gives to another one, while return is what one person gets back from another one. These should be equal to each other. Graen and Scandura (1987) noted that requirement of high quality leader member exchange is that "each party should see this exchange as reasonably equitable or fair" (p.182). However, this is not just related to economic exchange. It is also related to social exchange. In

other words, exchange involves social aspects like support availability, and economic aspects like promotions, and salary raises.

Organizational justice is theoretically investigated by three components: distributive, procedural and interactional justice.

2.1. Distributive Justice

Distributive justice is the perceived fairness related to allocation of tangible outcomes, and resources (Adams 1965; Greenberg, 1990). The origin of distributive justice comes from social exchange theory (Blau, 1964; Adams, 1965). This theory emphasized the role of equity. There are three main rules of distributional justice: the equity, the need, and the equality (Deutsch, 1985). (a) The equity principle explains fair exchange as equal income (contribution) and outcome (benefit). In other words, one should receive outcome from exchange in proportion to his/her contribution to exchange (Messick and Cook, 1983). (b) The need is related to what extent outcome meets the requirements of parties in exchange relationship. (c) The equality rule posits that regardless of contribution to exchange, each party should get same outcome (benefits).

Distributive justice is very critical for organizational context, because outcomes are integral part of organizations. Promotion decisions, quality and quantity of work, pay increases can be these outcomes (Walster, Walster, & Berscheid, 1978). Distributive justice is generally related to affective and behavioural reactions to specific outcomes. Thus, if there is a perception of unfairness related to specific outcome, it affects emotions of people negatively and they may experience anger, and guilt (Weiss, Suckow, & Cropanzano, 1999).

Also, cognitions of people will be affected negatively. They cognitively distort inputs and outcomes of himself/herself or of the others (Adams, 1965; Austin & Walster, 1974; Walster et al., 1978) and lastly their behaviour like performance is affected negatively.

2.2. Procedural Justice

Procedural justice is the perception of procedures that organization follows to determine who receives benefit (Folger & Greenberg, 1985; Lind & Tyler, 1988). These procedures can be company rules, regulations, and policies that supervisors follow to make decisions. It can be person's degree of voice, while making decisions, or it can be that whether organization follows consistent rules in making decision or not. The research related to organizational justice show that decisions can be accepted by employees if procedural justice is followed.

According to Leventhal (1980), there are six rules of procedural justice that should be followed:

(a) The consistency rule: There should be consistent allocation procedures toward all people and all time.

(b) The bias-suppression rule: It posits that decision makers should prevent acting for their self-interests, while they are allocating resources.

(c) The accuracy rule: Honest information should be included in the allocation process. Accuracy rule is related to integrity.

(d) The correctability rule: Wrong decisions are possible as fair decisions, but corrections should be possible.

(e) The representativeness rule: Process should represent the needs, values, and outlooks of all the parties affected by the allocation.

(f) The ethicality rule: Fundamental moral and ethical values of perceiver should be determinant for the allocation process.

Procedural justice of organization shows us that how organization allocates its resources among employees. For this reason, expectation is that it affects cognitive, affective and behavioural reactions toward organization such as organizational commitment (Mossholder, Bennett, Kemery, & Wesolowski, 1998). According to this expectation, if there is a process that generates unfair outcome, people generate reactions directly toward organization. In other words, unfair results of any procedure directly affect organization. It is not outcome-focused (Cropanzano & Folger, 1991; Sweeney & McFarlin, 1993).

2.3. Interactional Justice

Interactional justice is the extension of procedural justice. Interactional justice is the communication about what is fair or what is unfair to organizational members (Bies & Moag, 1986; Moorman, 1991). In other words, it is communication criteria of fairness. Interactional justice is related to dimensions of communication process between the source and the recipient of justice, such as politeness, honesty, and respect (Bies & Moag, 1986; Tyler & Bies, 1990). Bies and Moag (1986) developed four criteria for interactional justice depending on study of expectations for interpersonal treatment during recruitment process. These criteria are; (a) justification that is explaining reasons of decisions; (b) truthfulness that is related to being away from dealing with deception; accuracy is the aim; (c) respect that is related to being kind not rude; and (d) propriety that is refraining from improper statements and remarks and prejudices. Greenberg (1993) grouped these four criteria and divided interactional justice into two: interpersonal and informational justice. “Interpersonal justice”

includes respect and propriety items, while “informational justice” includes justification and truthfulness items.

Furthermore “managerial responsibilities associated with ensuring fairness in decision making procedures in organization” was identified by Bies and Moag (1989; p.79). Giving necessary consideration and attention to employees, decreasing biases, providing employees with participative decision making, giving feedback after decisions, giving justifications, being truthful and treating employees with dignity and respects are some responsibilities of managers, according to Bies and Moag (1986). According to past research, management representatives’ interpersonal behaviours create interactional justice so that interactional justice is related to cognitive, affective, and behavioural reactions toward these representatives. These representatives can be direct supervisor, manager, or source of justice (Bies & Moag, 1986; Cropanzano & Prehar, 1999; Masterson, Lewis-McClearn, Goldman, & Taylor, 2000).

Thus, in the case of perception of interactional injustice, employees react negatively toward source of injustice like manager, supervisor instead of reacting to organizations. The employees will be dissatisfied with his supervisor or manager. They will develop negative attitudes toward them and they will be less committed both to their supervisors, manager (Cropanzano & Prehar, 1999; Masterson, Lewis-McClearn, Goldman, & Taylor, 2000).

3. Leader Member Exchange and Organizational Justice

In my thesis, I want to analyse the mediating effect of interactional justice between LMX and organizational commitment. Service industry is a labour intensive and dynamic industry. Everyday employees serve different people. To create difference, service of the hotel should be differentiated and high quality. This is only possible with effective and equal level of communication between employees and

managers so that employees need high and equal level of communication with their managers or supervisors. Managers and supervisors should give necessary consideration and attention to employees, provide employees with participative decision making, giving feedback after decisions in hotel industry to keep their employees committed to the organization. Otherwise, employees who experienced interactional injustice may give up and leave the organization. It is very hard to train new employees to follow up dynamic environment and to keep the rest of the employees' motivation high in hotel industry.

In leader member exchange, there is a differentiation process of “in-groups” and “out-groups”. According to Gefen, Ragowsky and Ridings (2008), managers who have strong and close relationship with their subordinate gain their trust. According to procedural justice, if leaders are perceived as fair by members, then fair exchange of inputs to rewards may be maintained for all members. Subordinates experienced fewer exchanges and less sharing information and less resource with group peers when they perceive less distributive and procedural justice (Lee, 2001). In this case, interactional justice is valuable, because reasons for resource allocations should be communicated with members. Procedural and interactional justice provides us with understanding reactions of members in the in-groups and the out-groups to benefit distribution (Scandura, 1999).

In addition to these, being in-group member or being out-group member is a consequence of distributive, procedural and interactional justice. Scandura (1999) explains organizational justice in LMX with role specifications and initial exchange and feedback.

Figure 1 explains LMX with role specification and initial exchange and feedback. At the first stage of development process of LMX, leaders send roles to members and members respond to expectations. In this stage, leader and members are strangers and level of trust is low (Graen & Uhl-Bien, 1995). In this early stage, perception of roles develops into initial exchange and feedback. For example, if a leader requests extra role behaviour from members; possible responses can be as follows:

- a) Member may complete the task without any question but expect reward (distributive justice)
- b) Member may not complete task because it is not in the job description so that member is not going to be compensated for it (distributive justice)
- c) Member may file grievance because of the request for inappropriate task for his level (procedural justice)
- d) Member may ask the leader explanation for it to learn about reasons of this request (interactional justice)

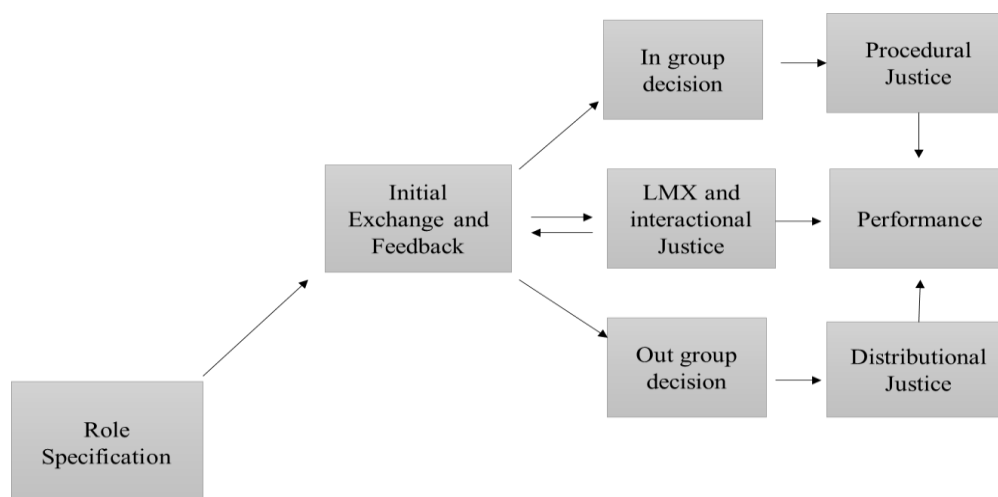


Figure1

The Role of Organizational Justice in In-Group and Out-Group Differentiation (Scandura, 1999; p.31)

Responses of employees would determine to be either an in-group or out-group member. At this point, leader is not alone to make decision. Employee's feedback to leader determines decision of leader. Vecchio (1997) claimed that some group members want to be in-group members, while others want to be out-group members because they do not want to invest extra effort. Their preference helps them to decide how they react toward extra role behaviour.

According to Scandura (1999), distributive, procedural and interactional justice can be matched with LMX but, in Figure 1, interactional justice is in the same box with LMX because even if there is a differentiated relationship between in or out-group members and leader, leader should be consistent and should provide equal communication opportunities. For instance, leader should not hide things from member or if leader promises any reward to member, leader should offer this reward. Even if member is in out-group, member should have equal communication opportunities. Communication is important part of leader member exchange relationship (Fairhurst & Chandler, 1989; Schiemann, 1977). Even if interactional justice is different from leader member exchange, expectation is that there is a positive and significant relationship between LMX and interactional justice (Manogran, Stauffer, & Conlon, 1994). Depending on quality of relationship, a decision is made being either in-group or out-group member so, interactional justice is one of the most important part of LMX.

Also, because in-group members have higher quality LMX and communication with their leaders, they are more likely understand procedural justice, while out-group members focus on more distributional justice, because they perform at the level that is proper to take rewards they receive depending on their formal agreement. They do not step further (Graen & Scandura, 1987). This situation explains us that interactional justice is the key point of LMX, because communication is one of

the most important domains of LMX and interactional justice value communication between leaders and members about decisions, pay rises or what is fair or unfair.

4. Organizational Commitment

Organizational commitment is an important criterion in order to understand effectiveness of LMX. In order to understand the effect of LMX on intention to leave, I wanted to understand the effect of LMX on organizational commitment firstly. The studies in the field of management and psychology support that turnover intention is related to organizational commitment, and job satisfaction (Sturman, Trevor, Boudreau, & Gerhart, 2006). Besides, Meyer and Allen (1997) believe that organizational commitment is related to employee turnover.

Commitment is defined and measured many different ways by many researchers (e.g. Meyer & Allen, 1991; Morrow, 1993; Mowday, Porter, & Steers, 1982). Organizational commitment is defined as “multidimensional construct that had potential to predict organizational outcomes like performance, turnover, absenteeism, tenure, and organizational goals” (Meyer & Allen, 1997, p.12).

According to Meyer and Allen (1991), there are three types of organizational commitment. Employees’ emotional attachment to organization and identification and involvement with the organization is called “affective commitment”. Employees with strong affective commitment continue to work with the same organization, because their demand is to stay with this organization. Continuance commitment is determined by the awareness of costs related to leaving organization. Employees with continuance commitment continue employment with the organization, because they need to do so. According to Stebbins (1970), continuance commitment is “the awareness of impossibility of choosing a different social identity, because of the immense penalties involved in making the switch” (p.527). Lastly, normative commitment involves

feeling of obligation to continue employment. Employees with normative commitment feel that they ought to remain with organization. Marsh and Mannari (1977) explain employees with “lifetime commitment” as one “who considers morally right to stay in the company, regardless of how much status enhancement or satisfaction the firm gives him over the years” (p.59).

Meyer and Allen (1997) explained that higher level of performance and meaningful contributions are generally coming from employees with affective commitment than employees with normative or continuance commitment. Also, researchers found that there will be more affective commitment, when supervisors provide feedback to employees and allowed them to participate in decision making. This was investigated by Castaneda, Dunham, Grube, and Castaneda (1994) to understand how participatory management and supervisory feedback affect affective, normative and continuance commitment. Also, these three commitment approaches have a common view that commitment is a psychological state that characterizes relationship of employees with organization and has an effect for the decision to continue or discontinue membership in the organization.

4.1. Affective Commitment

According to Mowday et al. (1982), there are four categories of antecedents of affective commitment. These are personal characteristics, structural characteristics, job related characteristics, and work experiences. However, due to use of self-report measures, there has been blurred difference between objective job characteristics and subjective work experiences, according to Meyer and Allen (1991). Thus, they just used work experiences as one of the categories of affective commitment.

4.1.1. Personal Characteristics

According to Mottaz (1988), the relation between demographic characteristics like age, tenure, sex, education, and commitment are indirect and disappear when organizations controlled work rewards and values. However, research showed that personal dispositions have been found to correlate with commitment. These can be need for achievement, affiliation, and autonomy (e.g. Morris & Snyder, 1979; Steers 1977), higher order need strength (Cook & Wall, 1980; Pierce & Dunham, 1987), personal work ethic (Kidron, 1978), locus of control (Dunham & Pierce 1987).

4.1.2. Organizational Structure

Some evidences show that commitment is related to structural characteristics such as decentralization of decision of making (Brooke, Price, & Russel, 1988), formalization of policy and procedure (Podsakoff, Williams, & Todor, 1986). These studies used individual level of analysis not organization level. According to Podsakoff and colleagues (1986), there is no direct effect of organizational structures on commitment, but there is mediating effects of work experiences on commitment like employee/supervisor relations, and feeling of personal importance.

4.1.3. Work Experiences

There are many studies related to relationship between work experiences and affective commitment. According to Meyer and Allen (1991), experiences that satisfy employees' personal needs and experiences that are compatible with their values generate affective commitment of employees and they found that there are two important category of work experience variable. One of them is work experience that satisfied employees' need to feel comfortable in organization like pre-entry expectations (Blau, 1988) and supervisor consideration (Glisson & Durick, 1988) and

those that contributed to employees' feeling of competence in work role like participation in decision making (DeCotiis & Summers, 1987) and fairness of performance based rewards (Brooke et al., 1988). Because, organizations provide them with positive work experiences, employees want to remain in organization. These experiences are valuable for them and their expectation is to sustain these experiences.

4.2. Continuance Commitment

Continuance commitment is related to recognition of costs associated with leaving the organization. In other words, it can be any reason that increases perceived cost. Investments is one of the most frequent antecedents and the other one is availability of alternatives. "Disposition to engage in consistent lines of activities" is defined by Becker (1960) as commitment. There would be loss of accumulated "side bets", if activity were discontinued. In organizational commitment, side bets mean something that is very important to person and depends on continued employment like seniority, and pension. Rusbult and Farrell (1983), proposed investment model of commitment and demonstrated that when the number and magnitude of investment increase and when availability of alternatives decreases; job commitment increases.

4.3. Normative Commitment

Feeling of obligation to remain with organization is called as normative commitment. Wiener (1982) supported the idea that prior to entry into the organization internalization of normative pressures exerted on individual creates development of normative commitment. Past experiences of individuals like familial or cultural socialization affect normative component of organizational commitment prior to entry into organization. It also follows when they enter into organization (Weiner, 1982). For

instance, if somebody from family has been long term employees of the organization, individual would have strong normative commitment and loyalty to the organization.

Furthermore, normative commitment emerges when organization offer employees rewards in advance like job trainings or it incurs important costs so, also Weiner (1982) supports that employees who have normative commitment have desire to make personal sacrifices for the sake of their organization. Their belief is that “it is right and moral thing to stay in organization” (p. 421).

5. Relation of Leader-Member Exchange and Organizational Commitment

When it comes to relationship between LMX and commitment, we can find linkage between dimensions of LMX and commitment. Affective and continuance commitment come from professional respect dimension of LMX. Also, contribution and respect dimensions of LMX may predict normative and continuance commitment. In other words, if employees have good relationships with their managers or supervisors, according to contribution and professional respect, their continuance commitment will improve (Nystrom, 1990; Settoon, Bennett, and Liden, 1996).

There is a wide range of research that explain this relationship. According to Stinglhamber, Bentein, and Vandenberghe (2002), commitment is complex, and multifaceted. Different foci within and outside the organization can be related to commitment. In the past, commitment was mainly addressed to the organization (Stinglhamber, Bentein, & Vandenberghe, 2002), but Reicher (1985) explained that organizations are not independent entities and they include many sub-entities like top management, customers, and team members. Employees can be committed to these different entities. Besides, these entities can have different values and goals. Employees can follow different values or goals departing from organizational goals and values. For

example, employees who are committed to their co-workers or managers stay in the organization to sustain their relationship with these entities because co-workers or managers are foci that are nested within organization. In other words, commitment to supervisor or commitment to co-workers means commitment to organization. For this reason, if there is a high quality leader member exchange in the organization, employees get many benefits from this exchange and they prefer to stay in organization to sustain high quality leader member exchange. They will be committed to their supervisors or managers. By the way, they will be committed to the organization.

The study of Stinglhamber et al. (2002), developed measures of affective, continuance and normative commitment. They developed five foci that are relevant to individual. These are organization, occupation, supervisor, workgroups and customers. LMX between supervisors and workgroups are two important and intra-organizational foci.

Employees can develop affective commitment to their workgroup and supervisors when they have in common with them and when they feel involvement in them. Secondly, they can develop continuance commitment, because their relationship with their supervisors creates investments and they sustain their relationship in order to maintain their investments. Lastly, they engage social relationship with their supervisors and work groups. This results in normative commitment. This means that socialization with supervisors and workgroups brings normative commitment (Meyer & Herscovitch, 2001).

6. Intention to Leave

One of the most important predictors and an immediate precursor of employee turnover is “intention to leave” (Griffeth, Hom, & Gaertner, 2000). Intention to leave is consistently related to turnover behaviour. There are many researchers who try to find

determinants of people's intention to quit by investigating antecedents. Job stressors, lack of commitment to organization, and job dissatisfaction are among common findings (e.g. Greenhaus & Beutell, 1985; Lum, Kervin, Clark, Reid, & Sirola, 1998; Rahim & Psenicka, 1996).

According to Graen, Liden, and Hoel, (1982) employees observe their leader in the process of LMX. If leaders cause organizational injustice among employees or if they do not help in order to complete difficult tasks, employees have negative attitudes toward their leaders and this increases the tendency of leaving organization. Munn, Barber, and Fritz (1996) supported this finding and they explained that lack of supervisor support results in intention to leave the job. Also, Hatton and Emerson (1998) found that low level support from supervisor is predictor of actual staff turnover.

We can conclude that if high or low quality LMX affects commitment of employees, intention to leave will be affected respectively. Because, organizational commitment is one of the most significant criteria on intention to leave (Cohen 1993; Clugston 2000; Çekmecelioğlu 2006; Sabuncuoğlu 2007).

7. Leader Member Exchange and Intention to Leave

Vecchio and Gobdel (1984), and Wilhelm, Herd, and Steiner (1993) report a negative linear relationship between quality of LMX and intention to leave. This information implies that supervisors in organizations have an effort to develop high quality LMX.

However, Maertz and Griffeth (2004) propose some motivational forces for turnover intentions so studies suggest that the relationship between LMX and intention to leave can be represented curvilinear. They argue that employees with low LMX will be pushed out of the organization while employees with high LMX will get different offers or opportunities from other companies. These two possibility lead to increased turnover intention. Morrow, Suzuki, Crum, and Pautsch (2005) tested the relationship between LMX and turnover intent. They also found that both low and high quality LMX can have high level of turnover intention. Possibility of existence of curvilinear relationship between quality of LMX and intention to leave is significant contribution to literature, because most of studies support advantages of high quality of exchanges (Gerstner & Day, 1997; Liden, Sparrowe, & Wayne, 1997).

When it comes to tourism industry, we need to understand the relationship between high turnover rate in tourism industry and quality of LMX. Tourism industry is a service industry that means management of relationships between customers and employees (Kantarci, 1997). Quality and performance in service industry depends on people. Employees are main input of quality management in tourism industry (Witt & Muhlemann, 1994). In tourism industry, the aim is to meet or exceed expectation of customer. Thus, relationship between employees and customers and performance of employees directly affects quality of service. The specific feature of tourism industry is high turnover rate. High turnover generates replacement and recruitment costs (Deery & Iverson, 1996; Manley, 1996). High rate of voluntary turnover means losing employees with better skills and abilities for managers. Managers continue with the rest of employees who cannot find other good alternatives (Tanova & Holtom, 2008). Also, one of the most important costs of turnover in tourism industry is loss of morale for the rest of the employees. All of these affects service quality provided customers.

Intention to leave is also affected by commitment components directed to supervisors. The study of Stinglhamber et al. (2002) supports this idea because employees are aware that supervisors have some actions on behalf of organizations (Levinson, 1965). Also, supervisors generate their own relationship with their employees, because they monitor their work motivation and they offer some rewards depending on their performance. This means that they create LMX and this exchange affects turnover intention. High LMX between members and managers generates organizational commitment. According to Gernster and Day (1997), there is a negative relationship between LMX and organizational turnover intention.

Thus, we need to understand the effect of LMX on employee commitment and turnover intention in tourism industry. If there is an effect of LMX on intention to leave, LMX gains more importance in tourism industry and it should be improved because maintenance of employees affects service quality of hotels that is ultimate goal of each tourism organization.

8. Tourism Industry

First of all, this section aims to explain specific futures of tourism industry. According to data of TUROFED in 2014, employment increased by the amount of 1.4 million and there are 4.7 million new job opportunities. There is a big contribution of tourism industry to national and global economy. (TUROFED,2014:45)

8.1. Historical Background of Turkish Tourism

Tourism industry was relatively small compared to other industries until 1980s. It was mainly dependent on demand of Turkish residents. After the effect of Tourism Incentive Law numbered 2634, tourism investments accelerated. The incentive law encouraged entrepreneurs to make investment in tourism industry because it

provided them with advantageous loans, utilization right of Turkish Treasury lands especially on the coastal line of Turkey, and allowing some exemptions on taxes and discounts on utility costs. With the effects incentives, contribution of tourism investments, the number of international tourists, job creation, and GDP to Turkish economy increased after 1984. According to data coming from Ministry of Culture and Tourism (2007; 2008), the number of tourism licensed establishments, and the number of international visitors increased with a “Compounded Annual Growth” rate of 9% and 11% respectively. Also revenue of national tourism increased by the amount of 60 % from 2003 to 2016. In 2003 it was 13 854 866 while in 2016 it was 22 107 440 (1000\$). (TURSAB,2016)

8.2. Employment in Turkish Tourism Industry

According to Table 1, there is an increasing number of employment in the last 10 years. Total number of employees increased from 22 million to 27 million. This increase mostly comes from contribution of service industry, because the number of employees grew from 11 million to approximately 16 million so, we should analyse contribution of tourism industry.

Table 1

Employment Distribution According to Main Industries

Years	Agriculture*	Manufacturing Trade*	Service*	Total*	Agriculture	Share		
						Manufacturing Trade	Service	Total
2005	6.493	4.280	11.273	22.046	29.45	19.41	51.13	100
2006	5.713	4.136	11.106	20.954	27.26	19.74	53.00	100
2007	5.601	4.185	11.403	21.189	26.43	19.75	53.82	100
2008	5.016	4.441	11.737	21.194	23.67	20.95	55.38	100
2009	5.240	4.079	11.958	21.277	24.63	19.17	56.20	100
2010	5.683	4.496	12.415	22.594	25.15	19.09	54.95	100
2011	6.143	4.704	13.263	24.110	25.48	19.51	55.01	100
2012	5.301	4.903	13.733	23.937	22.15	20.48	57.37	100
2013	5.204	5.101	14.297	24.602	21.15	20.73	58.11	100
2014	5.470	5.315	15.148	25.933	21.09	20.05	58.41	100
2015**	6.018	5.336	15.987	27.341	22.16	19.34	58.49	100

Resource: Ministry of Development

*Thousand People

**As per 3th Quarter

According to Table 2, the number of employees (direct employment) increased from 474 thousand people to 614 thousand people in the last 10 years. Also, the number of employees coming from indirect employment increased from 1 million 260 thousand people to 1 million 596 thousand people. In 2005, tourism industry provided employment for 1 million 734 thousand people, while in 2015 tourism industry provided employment for 2 million 210 thousand people.

Table 2

Employment in Tourism Industry in Turkey (2005-2014 thousand people)

Years	Direct Employment*	Annual Change Rate*	Indirect Employment*	Total Employment*	Total Employment In Turkey*
2005	474	-	1.260	1.734	22.046
2006	488	2.97	1.199	1.687	20.954
2007	435	-10.78	1.252	1.688	21.189
2008	458	5.19	1.283	1.742	21.194
2009	451	-1.47	1.373	1.825	21.277
2010	458	1.37	1.152	1.609	22.594
2011	487	6.47	1.367	1.855	24.110
2012	507	4.00	1.308	1.815	23.937
2013	531	4.84	1.450	1.981	24.602
2014	580	9.16	1.550	2.130	25.933
2015	614	5.86	1.596	2.210	27.341
2020**	791	28.93	1.807	2.598	-
2025**	915	15.69	1.902	2.817	-

Resource: World Travel & Tourism Council, Ministry of Development Council

* Thousand people

**Assumptions of World Travel & Tourism

According to assumptions of World Travel & Tourism Council, in 2015, tourism industry provides with direct employment for 915 thousand people, while it will provide indirect employment (sub-contractors) for 1 million 902 thousand people. Thus, tourism industry is a dynamic industry. It can be seen as an important resource of economy for developing countries, because we can easily see the effects of tourism industry on economy and social areas of the countries. In tourism industry, the main

goal is to satisfy your customer by creating high quality service. Creating high quality standardized service depends on man power. Although there are many technological developments, labour force still depends on man power.

8.3. Specific Features of Tourism Industry

Tourism industry is a labour intensive industry. The most important resource in the tourism industry is manpower, since employees create service to their customers. Customers come to the location where employees serve them. Between customers and employees interpersonal contact is very important. It means that motivation of employees affects their service quality and moods of the customers and employees. When it comes to quality of service, it is different from other industries to determine and measure it because, service quality is intangible concept that is difficult to measure (Zeithaml, Parasuraman, & Berry, 1990). Service quality in tourism industry is defined as a comparison clients make between their expectation about service and their perception about performed service (Grönroos, 1984; Lewis & Booms, 1983). Service is different from manufacturing goods and it is not objectively measurable. In addition to these, in hotel industry, there are further attributes like reliability, consistency, face to face communication, exchange of information, and fluctuating demands. Lastly, there is seasonality of hotel industry. In tourism industry, hotels make difference compared to others thanks to their service quality and service is created by employees and service creates difference in hotel industry (Avcı & Küçükusta, 2008). Employees in this industry have to cope with challenge of diversity, because they deal with different people (Riley, Ladkin, & Szivas, 2002). Employees are trying to follow changes, because every day they need to serve variety of people whose needs and wishes are different and they are trying to cope with competition. Lastly, resources are

so valuable. It is very important to manage resources effectively. Managing resources effectively especially in tourism industry is one of the most important criteria, while determining resource of competition (Masry Katara, & El Demerdash, 2004; Mullins, 1996; Mullins, 1998).

Each organization has common goals, according to their mission and their vision. The aim of the hotels is to maximize their revenue by attracting more and more customers. In order to achieve this, they need their employees. Employees create service to customers and if they achieve to maintain their employees by supporting their needs, wants and demands they can reach their goal. To follow needs, wants and demands of employees, hotels need support of the managers, because there is a frequent communication between managers and employees. Employees who are working for common goals need leading, even if they are expert in their fields (Avcı & Topaloğlu, 2009). Thus, leadership is a very important issue. Employees need their leaders in order to get assistance in decision-making process, determination of strategies, managing the competition following the change and so on. Therefore, the aim of the current research is to understand the relationship between leader member exchange and intention to leave among hotel employees.

9. The Research Questions and the Model

In my thesis, I aim to understand the effect of quality of leader member exchange on organizational commitment and intention to leave. As a mediating variable, I used perception of interactional justice between leader member exchange and organizational commitment, because when quality of leader member exchange changes, it differentiates communication between manager and employee and this causes changes in perception of interactional justice. If a manager develops equal level

of exchange with employees, it creates positive perception of interactional justice on employees.

In other words, the aim of this study is to underline the effect of communication between manager and employee on other parameters. Communication is important part of leader member exchange relationship (Fairhurst & Chandler, 1989; Schiemann, 1977). Secondly, the study investigates the relationship between LMX and intention to leave with the mediating effect of organizational commitment.

The research questions are as follows:

(a) What is the general association between leader member exchange and intention to leave in hotel industry?

(b) Does quality of leader member exchange affect perception of interactional justice in the hotel industry?

(c) What is the effect of interactional justice between quality of leader member exchange and organizational commitment in the hotel industry?

(d) What is the effect of organizational commitment on intention to leave in the hotel industry?

To get answers of these research questions, quantitative research approach will be used in this study. Participants get survey that includes five different scales regarding parameters. Within the framework of proposed model, it is predicted that there is a relationship between leader member exchange, organizational commitment, interactional justice and lastly intention to leave. Organizational commitment is composed of affective, continuance and normative commitment. It is also predicted that interactional justice decreases or eliminate the effect of LMX on organizational commitment with its mediating effect. Lastly, organizational commitment has a

mediating effect on the relationship between quality of leader member exchange and intention to leave because the studies in the field of management and psychology support that turnover intention is related to organizational commitment, and job satisfaction (Sturman, Trevor, Boudreau, & Gerhart, 2006).

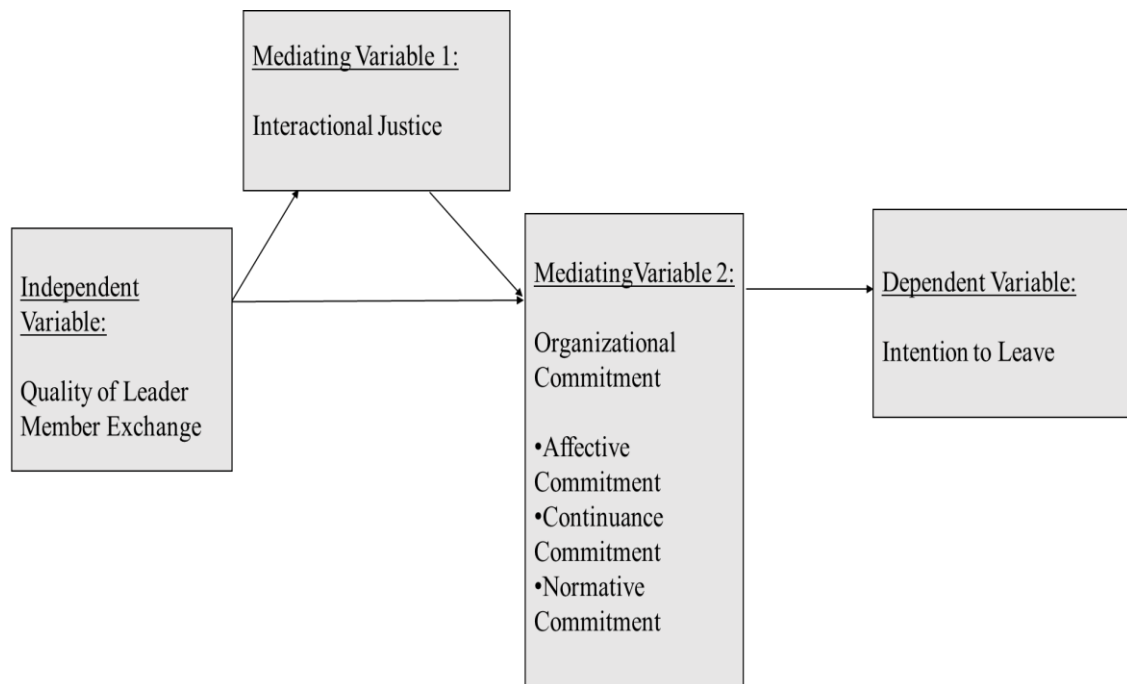


Figure 2

Research Model of the Study

Therefore, in this study, two main hypotheses will be tested to evaluate the research model.

H1: Perception of “interactional justice” mediates the relationship between quality of “leader member exchange” and “organizational commitment”.

H2: “Organizational commitment” mediates the relationship between quality of “leader member exchange” and “intention to leave”.

CHAPTER 2 – Method

2.1. Sampling and Participants

Participants of this study are employees who are working for hotel industry. Total number of participants is 108. 10 of them are working for 4-star hotels, while 95 of them are working for 5-star hotel in Istanbul. Four employees are working in national hotel, while 101 of them are working in international hotel. Descriptive statistics of participants' demographics will be summarized in the result section.

2.2. Instruments

The survey form incorporated demographics (age, gender, education level etc.) as the initial questions. Next, there were total of 64 structured questions in the questionnaire related to the four key constructs of “leader member exchange”, “interactional justice”, organizational commitment and “intention to leave”. 6-point Likert type scale ranging from 1 (strongly disagree) to 6 (strongly agree) was used for overall questionnaire. Turkish and English versions of survey is given in Appendix A.

2.2.1. *Leader Member Exchange*

I created leader member exchange questionnaire by combining Scandura's (1994) and Liden and Maslyn's (1998) scales and my own questions. There were seven items in Scandura's questionnaires. I used five items from Scandura's scale. I excluded the item of 'regardless of the amount of formal authority he/she has, what are the chances that he/she would "bail you out," at his/ her expense and how would you characterize your working relationship with him/her'. Both of them are not clear and understandable items and the second one should be open ended question because,

participant should inform us about flow of work to evaluate the concept of effectiveness in hotel environment but it was classified ranging from 1 to 5 according to effectiveness of relationship. The term of effectiveness may not be clear with this classification.

I also used Liden and Maslyn's scale that is multi-dimensional scale. Liden and Maslyn (1998) developed a multi-dimensional scale. It has four dimensions that are "affect", "loyalty", "professional respect" and "contribution" dimensions. I used affective, professional, and contribution items. My scale didn't include following loyalty items that are not completely relevant with communication dimension of leader member exchange. Moreover, to keep the questionnaire's length optimal was critical.

- a) My manager defends my decisions, even without complete knowledge of the issue in question.
- b) My manager would come to my defence if I were attacked by others.
- c) My manager would defend me to others in the organization if I made an honest mistake.

Lastly, I added six items in order to understand communication dimension and comparison of exchange relationship between managers and employees. Level of the exchange differentiates relationship and its effects on employees' perception of justice and commitment. To understand level of exchange I added 6 items;

- a) I feel comfortable to share my ideas related to work with my manager:
This item was added to understand to what extend employees are comfortable to share their ideas with their managers and to understand to what extend managers listen and value their employees' ideas.
- b) The people that my manager usually contacts with are the same ones:
This item was added to understand whether managers allocate equal time for each employees to get their ideas or they just contact with specific

ones and thanks to this item we can understand whether there is in group or out group members.

- c) I think that my manager has closer relationship with my colleagues than me: This item was added to understand perception of employees about communication with his/her manager and they can make comparison of their relationship with their managers and their co-workers' relationship with their managers.
- d) I think that my manager has more obvious relationship with my colleagues than me: This item was added to understand to what extend manager share the equal level of information with each employee.
- e) I think that my manager has more constructive relationship with my colleagues than me: This item was added to understand to what extend manager offer equal opportunities and positive feedback to each employee.
- f) The relationship that my manager develops with my colleagues cause people to feel like excluded from other people: This item was added to understand whether there is a feeling of being member of in-group or out-group.

2.2.2. Organizational Commitment

Organizational commitment scale that is developed by Meyer and Allen (1990) was used to measure organizational commitment. It has three different dimensions that are “affective”, “continuance” and “normative” commitment. It includes 18 items including three reverse ones. Responses to each items are rated by 6 point Likert type scale from 1=strongly disagree to 6=strongly agree. I used the version that Wasti (1999) translated from English and Turkish. Meyer, Allen and Smith (1993)

found Cronbach's alphas for affective, continuance and normative commitment respectively 0.82, 0.74 and 0.83 (Al, 2007). Cronbach's alpha was 0.85 for Turkish scale.

2.2.3. Interactional Justice

Perception of interactional justice was measured by scale of Niehoff and Moorman (1993). They developed scale to measure perception of organizational justice and it has three dimensions that are procedural, distributive and interactional justice. It includes 11 questions including one reverse question. Responses to each item were rated by 6 point Likert scale from 1=strongly disagree to 6=strongly agree. I translated items in Turkish. Cronbach's alpha was 0.82.

2.2.4. Intention to Leave

In order to measure turnover intention of employees, four items were used from Staying/ Leaving index that is belong to Bluedorn (1982). Two items were added to understand withdrawal intention that is from Lucas (1985) There is no reverse question and responses to each item were rated by 6 point Likert scale from 1=strongly disagree to 6=strongly agree. I translated items in Turkish. Cronbach's alpha was above 0.70 (Schwepker, 2001).

2.3. Procedure

First of all application to Istanbul Bilgi University Human Participant Research Ethics Committee was made. Data collection was started following the approval from the committee dated May 12, 2015 and issued with the 2015-20024-042 number. Approval form is given in the Appendix B. After university approval, meeting was arranged with general manager and human resources department of hotels to

inform them about the aim of the study and to get their consent for the survey application. After I get consent of management and human resources department, I distributed surveys to participants via e-mail or department coordinators distributed surveys to their team and they gather with sealed envelope. Approximately, 200 questionnaires were distributed and response rate turned to be 54%.

2.4. Data Analysis

SPSS 22 was used to make data analysis of the survey. Descriptive, correlational, and inferential statistics were used. To investigate the factorial structure of responses, “Principal Axis Factoring with Direct Oblimin rotation” was used. To test reliability of scales “Cronbach Alpha” test was applied. Hierarchical and multiple regressions were used in the hypothesis testing process.

CHAPTER 3 – Results

Descriptive results of variables in the research model, factor analysis and reliability analysis of the scales, correlational and inferential tests' results will be presented in this section.

3.1 Descriptive Analysis

A total of 108 people completed survey from operational departments and support departments. 44.4% of employees (n=48) are female, while 51.9% (n=56) are male. 69.4% of employees are between the age of 20 and 30. %23.1 of employees are between the ages of 31 and 41. Lastly, 2.8% of them is more than 41 years old.

58.3% of them have bachelor degree. 15.7% of them are graduated from high school while 13% of them have associated degree. Lastly 7.4 % of them have master education.

%35 of employees are working for back of the house (support) departments that are business development, revenue, human resources, finance, public relations, marketing, purchasing. 51 % of them are working for operational department. These departments are front office, housekeeping, food, and beverage including kitchen, and security.

3.2 Factor Analysis

Factoring” with “Direct Oblimin” rotation was used for the factor structure of all scales. The reasons of this preference is that the scales of the current thesis had an underlying structure which is theoretically designed by their original developers. In addition to this, direct oblimin rotation aims to bring out the factors from multiple items by assuming that

these extracted factors will be correlated with each other (i.e, share variance), because most of the time for psychological construct this is the case (Costello & Osborne, 2005). Items with a factor loading less than .50 or loading to more than one factor was removed from the analysis. Factors with *Eigenvalues* 1.00 or more were taken into consideration in total variance explained.

3.2.1. Factor structure of Leader Member Exchange Scale

Factor analysis was applied for 20 items of the leader member exchange measure .911 which marked the homogeneous structure of variables was found as a *KMO* value and the result of *Bartlett Test* (*Chi-Square*= 2149.857, *df*= .153, *p*=.000) values showed that the variables were suitable for factor analysis. 18 items were loaded on two factors explaining 71.48% of the total variance after few rotations. Two items (LMX14, and LMX 16) was left out of the analysis. Two factors emerged and they were named as “perception of exchange” and “comparison of exchange”. The results of the factor analysis are given in Table 3.

Table 3

Factor Analysis of Leader Member Exchange Scale

<i>Factors</i>	<i>Factor Loadings</i>	<i>Eigen Values</i>	<i>Total Variance Explained %</i>
<i>LMX Total</i>			71.48
<i>Factor:1 Perception of Exchange</i>	-	10.134	56.301
Q6: I try to do my best for my manager.	.912		
Q3: Working with my manager is enjoyable	.894		
Q2: My manager is the person that everybody wants to be friend with him-her.	.882		
Q1: I like my manager as a person.	.856		
Q7: I appreciate professional knowledge of my manager.	.846		
Q8: I respect professional knowledge of my manager.	.832		
Q15: I have enough confidence in him/her that I would defend and justify his/ her decision if he/she were not present to do so	.830		
Q9: I like professional skills of my manager too much.	.830		
Q5: I am volunteer to make an additional effort in order to reach goals that my manager determine for our department	.829		
Q13: Regardless of how much formal authority he/she has built into his/ her position, he/she can use his/ her power to help me solve problems in my work	.802		
Q11: He/she understands my job problems and needs	.787		
Q4: I am ready to take extra responsibility to take extra responsibility for my manager	.780		
Q10: I know where I stand with him/her... I usually know how she/he satisfied with what I do.	.778		
Q12: She/he recognized my potential	.734		
<i>Factor:2 Comparison of Exchange</i>		2.732	15.176
Q19: I think that my manager has more obvious relationship with my colleagues than me.	.974		
Q18: I think that my manager has more constructive relationship with my colleagues than me	.973		
Q17: I think that my manager has closer relationship with my colleagues than me.	.867		
20: The relationship that my manager develop with my colleagues cause people to feel like excluded from other people.	.596		
Keiser - Meyer- Olkin Value: ,911 ; df: 153			
Barlett Significance Value: .000 ; Chi-square Value: 2,149.857			

3.2.2. Factor structure of Organizational Commitment Scale

KMO value for Organizational Commitment Questionnaire is .803 which marked the homogeneous structure of the variables. The result of Bartlett Test (*Chi-Square*=741.393, *df*=.105, *p*=.000) values showed that the variables were suitable for factor analysis. 18 items were loaded on three factors explaining 54.052% of the total variance after few rotations. Three items (7th, 13th, and 14th) was left out of the analysis. Considering the original factors of Meyer and Allen (1990), items loaded in the same distribution as three factors in my study. These are affective commitment, continuance commitment and normative commitment. The results of the factor analysis are given in Table 4.

Table 4

Factor Analysis of Organizational Commitment Scale

<i>Factors</i>	<i>Factor Loadings</i>	<i>Eigen Values</i>	<i>Total Variance Explained %</i>
<i>Organizational Commitment Total</i>			54.052
<i>Factor 1: Affective Commitment</i>			4.668
Q4: I do not feel "emotionally attached" to this organization.	-.899		
Q3: I do not feel a strong sense of "belonging" to my organization.	-.827		
Q5: I do not feel like "part of the family" at my organization	-.817		
Q1: I would be very happy to spend the rest of my career with this organization.	.555		
Q6: This organization has a great deal of personal meaning for me.	.503		
Q2: I really feel as if this organization's problems are my own.	.425		
<i>Factor 2: Continuance Commitment</i>			2.486
Q12: One of the few negative consequences of leaving this organization would be the scarcity of available alternatives	.779		
Q10: I feel that I have too few options to consider leaving this organization.	.753		
Q9: Too much of my life would be disrupted if I decided I wanted to leave my organization now	.702		
Q8: It would be very hard for me to leave my organization right now, even if I wanted to.	.501		
Q11: If I had not already put so much of myself into this organization, I might consider working elsewhere.	.494		
<i>Factor 3: Normative Commitment</i>			.954
Q17: I would not leave my organization right now because I have a sense of obligation to the people in it	.909		
Q15: I would feel guilty if I left my organization now	.682		
Q16: This organization deserves my loyalty.	.527		
Q18: I owe a great deal to my organization.	.520		
Keiser - Meyer- Olkin Value: .803 ; <i>df</i> : 105			
Barlett Significance Value: .000 ; Chi-square Value: 741,393			

3.2.3. Factor Structure of Interactional Justice Scale

Eleven items of the interactional justice measure were entered into factor analysis. .894 which marked the homogeneous structure of the variables was found as *KMO* value. The result of *Bartlett Test* (*Chi-Square*=761.803, *df*= 55, *p*=.000) values showed that the variables were suitable for factor analysis. Seven items were loaded on one factor explaining 72.125% of the total variance after few rotations. Three items (2nd, 5th, 6th) was left out of the analysis. The results of the factor analysis are given in Table 5.

Table 5

Factor Analysis of Interactional Justice Scale

<i>Factors</i>	<i>Factor Loadings</i>	<i>Eigen Values</i>	<i>Total Variance Explained %</i>
<i>Interactional Justice Total</i>			49.416
<i>Factor1: Interactional Justice</i>		5.436	49.416
Q9:We can share with our plans and goals with her/him easily.	.893		
Q7:Our manager helps us to overcome difficulties.	.884		
Q10:Our manager is consistent in her/his decisions	.883		
Q8:Our manager does not violete our rights.	.866		
Q4:Our manager ask for out ideas while developing new rules related to work.	.822		
Q1:Our manager can act always neutral	.821		
Q3:Our manager provides us with regular information about results of work and decisions that he/she made	.767		
Keiser - Meyer- Olkin Value: ,882 ; <i>df</i> : 21			
Barlett Significance Value: .000 ; Chi-square Value: 731,637			

3.2.4. Factor Structure of Intention to Leave Scale

Six items of the Intention to Leave measure were entered into factor analysis. .831 which marked the homogeneous structure of the variables was found as *KMO* value. The result of Bartlett Test (*Chi-Square*= 472.706, *df*=15, *p*=.000,) values showed that the variables were suitable for factor analysis. Six items were loaded on one factor explaining 63.861% of the total variance. The results of the factor analysis are given in Table 6.

Table 6

Factor Analysis of Intention to Leave Scale

<i>Factors</i>	<i>Factor Loadings</i>	<i>Eigen Values</i>	<i>Total Variance Explained %</i>
<i>Interactional Justice Total</i>			63.861
<i>Factor1: Interactional Justice</i>		3.832	63.861
Q1: I plan to leave job within 3 months	.740		
Q2: I plan to leave job within 6 months	.877		
Q3: I plan to leave this job any time next year	.917		
Q4: I plan to leave this job any time within 2 years	.736		
Q5: I sometimes plan to look for another job.	.714		
Q6: I prefer to work for another hotel instead this hotel	.790		
Keiser - Meyer- Olkin Value: .831 ; <i>df</i> : 15			
Barlett Significance Value: .000 ; Chi-square Value: 472,706			

3.3 Reliability Analysis

Reliability analyses were conducted for LMX, organizational commitment, “Intention to Leave”, and interactional justice scales. Table 7 lists means, standard deviations, and reliability coefficients of scales and subscales.

Table 7

Mean, Standard Deviation and Reliability Analysis of Scales

Scale	Mean	Standard Deviation	Reliability
Leader Member Exchange (Overall)	85.93	18.00	.946
<i>Perception of Exchange</i>	68.52	15.17	.968
<i>Comparison of Exchange</i>	17.46	6,03	.912
Organizational Commitment (Overall)	52.72	11.43	.852
<i>Affective Commitment</i>	21.75	4.50	.839
<i>Continuance Commitment</i>	15.74	6.15	.767
<i>Normative Commitment</i>	15.28	5.42	.795
Intention to Leave	14.75	8.65	.910
Interactional Justice	53.48	17.55	.678

3.4. Correlational Analysis among LMX, Interactional Justice, Organizational Commitment, and Intention to Leave

The Table 8 shows the descriptive and Pearson correlation coefficients among the variables that construct the research model and sub-scales resulted from the factor analysis of the questionnaires. According to Table 8 that show correlation analysis;

- a) Leader Member Exchange and Intention to Leave are *negatively and significantly*, [$r(106) = -.449, p < .001$].
- b) Leader Member Exchange and Normative Commitment are *positively and significantly*, [$r(101) = .238, p < .005$].
- c) Leader Member Exchange and Interactional Justice are *positively and significantly* [$r(106) = .714, p < .001$].
- d) Normative Commitment and Intention to Leave are *negatively and significantly*, [$r(102) = -.380, p < .001$].
- e) Interactional Justice and Organizational Commitment are *positively and significantly*, [$r(97) = .228, p < .005$].
- f) Interactional Justice and Normative Commitment are *positively and significantly* correlated [$r(101) = .412, p < .0$].

Table 8

Pearson Correlation Coefficients of Intention to Leave, Organizational Commitment and Its Dimensions, and Interactional Justice

		Leader Member Exchange	Intention to Leave	Organizational Commitment	Affective Commitment	Continuance Commitment	Normative Commitment
Intention to Leave	Pearson Correlation	-.449**					
	Sig. (2-tailed)	0					
	<i>N</i>	106	108				
Organizational Commitment	Pearson Correlation	0.018	-0.108				
	Sig. (2-tailed)	0.864	0.292				
	<i>N</i>	97	98				
Affective Commitment	Pearson Correlation	-0.182	0.108	.605**			
	Sig. (2-tailed)	0.069	0.278	0			
	<i>N</i>	101	102	98			
Continuance Commitment	Pearson Correlation	-0.063	0.081	.825**	.355**		
	Sig. (2-tailed)	0.529	0.411	0	0		
	<i>N</i>	103	105	98	101		
Normative Commitment	Pearson Correlation	.238*	-.380**	.717**	0.112	.348**	
	Sig. (2-tailed)	0.016	0	0	0.272	0	
	<i>N</i>	101	102	98	99	100	
Interactional Justice	Pearson Correlation	.714**	-.348**	.228*	-0.118	0.122	.412**
	Sig. (2-tailed)	0	0	0.025	0.24	0.218	0
	<i>N</i>	105	107	97	101	104	101

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

* . Correlation is significant at the 0.05 level (2-tailed)

3.5. Interactional Justice as a Mediator on the Relationship between LMX and Organizational Commitment

In order to analyse mediating effect of interactional justice on the relationship between leader member exchange and intention to leave, all variables should be significantly correlated with. In other words, there should be significant relationship between leader member exchange, interactional justice and organizational commitment.

According to “Pearson Correlation Analysis” there is a positive and significant relationship between LMX and interactional justice, while there is not significant relationship between LMX and organizational commitment. However, organizational commitment has 3 factors that are affective, continuance and normative commitment. After correlational analyses, we can conclude that it was not found significant relationship between LMX and affective, continuance commitment, while there is a significant and positive relationship between LMX and normative commitment that is feeling of obligation to continue employment. We can just analyse the mediation of interactional justice for the relationship between leader member exchange and normative commitment.

Mediation analysis leads us to make the mediation process that a mediator (M) mediates the relationship between a predictor (independent variable-IV) and an outcome (dependent variable-DV). Baron and Kenny (1986) offered a four step approach. According to this approach, there should be four steps as followed:

- a) Firstly, there should be significant regression of independent variable on dependent variable ignoring that mediator is significant.
- b) Secondly, there should be significant regression of independent variable on mediator.
- c) Thirdly, there should be significant regression of mediator on DV.

- d) Lastly, if independent variable is not significant when mediator is controlled and mediator over dependent variable is still significant, then there is a full mediation. If independent variable is still significant over dependent variable but the significance slightly decreases, then there is a partial mediation.

The analysis of relationship between LMX and Normative Commitment” via interactional justice is summarized in Table 9,10,11,12.

At Step 1 of the mediation model, the regression of on normative commitment scores, ignoring the mediator, was significant (Table 9).

Table 9

Regression Analysis of LMX on Normative Commitment as Dependent Variable

DV: Normative	β	t	p	F	R^2	R^2 Adjusted
IV:LMX	0.241	2.456	.016	6.031	.058	.048

Step 2 showed that the regression of the LMX scores on the mediator, interactional justice scores, was also significant (Table 10).

Table 10

Regression Analysis of LMX on Interactional Justice as Dependent Variable

DV: Interactional Justice	β	t	p	F	R^2	R^2 Adjusted
IV:LMX	0.714	10.352	.000	107.164	.51	.505

Step 3 of the mediation process showed that the regression of the mediator on the normative commitment scores was significant as well (Table 11).

Table 11

Regression Analysis of Interactional Justice on Normative Commitment as Dependent Variable

DV: Normative Commitment	β	t	p	F	R^2	R^2 <i>Adjusted</i>
IV: Interactional Justice	0.412	4.494	.000	20.196	.169	.161

Step 4 of the analysis revealed that, controlling for the mediator LMX is no longer a significant predictor of normative commitment scores and the mediator is still significant that full mediation is achieved (Table 12). Results suggest that association between leader member exchange and normative commitment is significantly mediated by interactional justice.

Table 12

The Hierarchical Regression Analysis: Mediating Effect of Interactional Justice on Normative Commitment as Dependent Variable

DV: Normative commitment	β	t	p	F	R^2	R^2 <i>Adjusted</i>
LMX & Interactional Justice				10.206	.174	.157
LMX	-0.104	-0.792	.431			
Interactional Justice	0.484	3.688	.000			

In conclusion, there is a significant and positive relationship between LMX and normative commitment by the amount of 5% but this amount increase to 16% with the mediating effects of interactional justice. Quality of LMX predicts normative commitment and that it does so by strengthening interactional justice perception of employees.

3.6. Normative Commitment as a Mediator on the Relationship between LMX and Intention to Leave

As I mention in section 3.5, there is a significant relationship between leader member exchange and normative commitment so, mediating effect of just normative commitment will be analysed on the relationship between leader member exchange and intention to leave

The mediating effect of “normative commitment” on the relationship between LMX and intention to leave will be summarized in Table 13, 14, 15, and 16.

At Step 1 of the mediation model, the regression of LMX on intention to leave scores, ignoring the mediator, was significant (Table 13).

Table 13

The Regression Analysis of LMX on Intention to Leave as Dependent Variable

DV: Intention to Leave	β	t	p	F	R^2	R^2 Adjusted
IV:LMX	-0.434	-4.789	0.000	22.937	0.188	0.180

Step 2 showed that the regression of the LMX scores on the mediator, normative commitment scores, was also significant (Table 14).

Table 14

The Regression Analysis of LMX on Normative Commitment as Dependent Variable

DV: Normative	β	t	p	F	R^2	R^2 Adjusted
IV:LMX	0.238	2.444	0.016	5.971	0.057	0.047

Step 3 of the mediation process showed that the regression of the mediator on the intention to leave scores was significant as well (Table 15).

Table 15

The Regression Analysis of Normative Commitment on Intention to Leave as Dependent Variable

DV: Intention to Leave	β	t	p	F	R^2	R^2 Adjusted
IV: Normative Commitment	-0.516	-4.107	0.000	16.864	0.144	0.136

Step 4 of the analyses revealed that, controlling for the mediator, LMX is still a significant predictor of intention to leave scores, and the mediator is also significant that there is no mediating effect of mediator that is normative commitment (Table 16).

Table 16

The Hierarchical regression analysis: Mediating effect of normative commitment on intention to leave as dependent variable

DV: Intention to Leave	β	t	p	F	R^2	R^2 Adjusted
LMX & Normative Commitment				17.754	.266	.251
LMX	-0.513	-4.098	0.000			
Normative Commitment	-0.389	-3.224	0.002			

Results suggest that association between leader member exchange and intention to leave is not mediated by normative commitment. In conclusion, there is a significant and negative relationship between LMX and intention to leave and there is a significant and negative relationship between normative commitment and intention to leave, but there is no mediating effect of “normative commitment” between LMX and intention to leave.

3.7. New Model

Two mediating analysis results can be summarized with a new model that is shown in Figure 3.

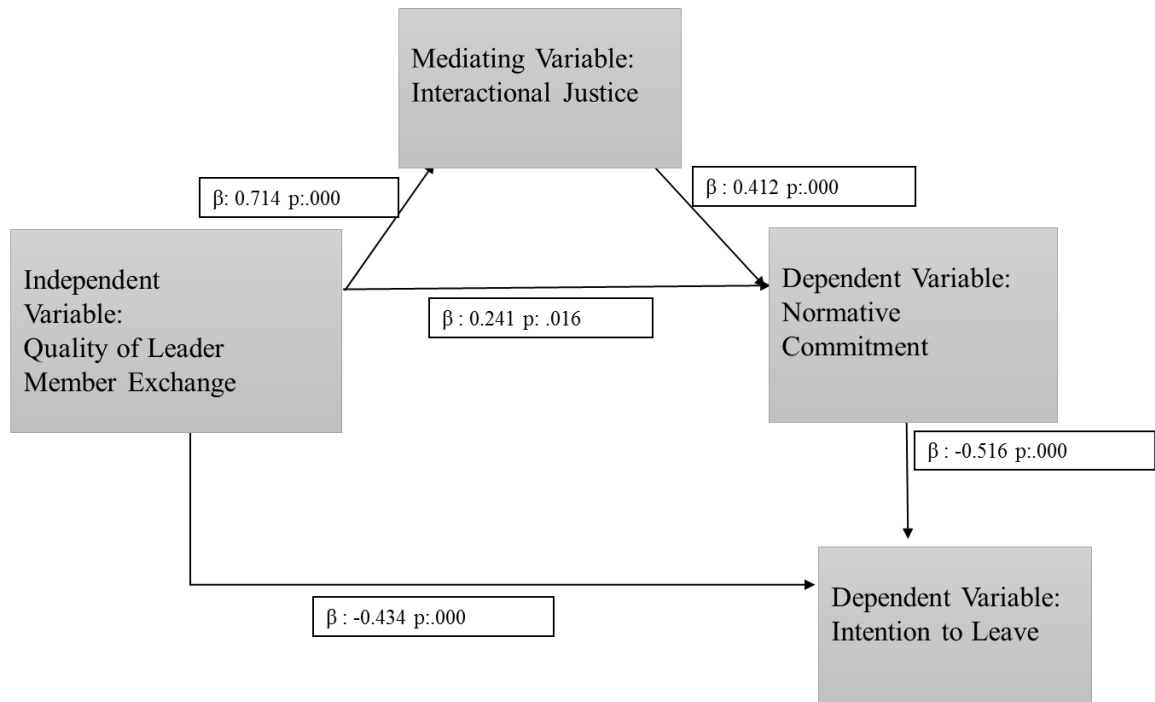


Figure 3

New Model of Study after Mediation Analysis

CHAPTER 4 – Discussion and Conclusions

The present study investigated the relationship between LMX and organizational commitment with the mediating effect of interactional justice and investigated the relationship between LMX and intention to leave with the mediating effect of normative commitment in four and five star hotels in Turkey. There was many previous research in this field. However, this research is specifically related to LMX quality and its effect on employees' perception and response in hospitality industry. Traditional hierarchical multiple regression analysis was used. Findings of this study have many theoretical and managerial implications regarding leaders' relationship with their employees and its influence on commitment and turnover intentions.

The quantitative finding of the research shows us that there is a negative and significant relationship between leader member exchange and intention to leave, there is a positive and significant relationship between leader member exchange and normative commitment. Quality of leader member exchange is related to being “in-group or out-group” members, because past research show that leaders have limited resources to allocate to their employees so, they develop different quality of relationship with their employees depending on employees' feedback.

Moreover, the LMX model is related to role development. Leader member exchange will result in differentiated role definition. It starts with role making process and leader delegates resources and responsibilities to employees. Depending on their responses, leaders develop relationship with them and they develop feeling of trust for the successful ones. In return to this, employee request more demanding roles (Dienesch & Linden, 1986). There is different exchange relationship with the rest of employees in the organization (Yukl, 1994). Role of subordinates and quality of LMX

is classified as two categories, according to past research: the “in-group” and the “out-group” (Dansereau, Graen, & Haga, 1975; Scandura & Graen, 1984; Vecchio, 1982).

In my research, I did not make research about advantages or disadvantages of being in group or out group member. I supposed that there will be relationship between quality of leader member exchange and organizational commitment including affective, continuance, and normative commitment and this also affect intention to leave in tourism industry. Also, I hypothesized that interactional justice that is communication about what is fair or unfair to organizational members will be bridge between quality of leader member exchange and organizational commitment in hotel industry and hypothesis is supported. Also, I hypothesized that organizational commitment will mediate the relationship between quality of leader member exchange and intention to leave. Since there is no significant relationship between leader member exchange and organizational commitment, affective commitment and continuance commitment, I just analyse the mediating effect of normative commitment on the relationship between leader member exchange and intention to leave and it is not supported.

My hypotheses were:

H1: Perception of “interactional justice” mediates the relationship between quality of “leader member exchange” and “organizational commitment”.

H2: “Normative commitment” mediates the relationship between quality of “leader member exchange” and “intention to leave”.

The quantitative finding of the research shows that there is a strong positive and significant relationship between quality of leader member exchange and interactional justice. This means that in service industry quality of leader member exchange will affect perception of interactional justice. If there is high quality relationship between managers and employees, this results in feeling of interactional

justice and employees can develop trust toward their managers. In other words, if there is an equity in the relationship between managers and employees, they can reach same information coming from their managers.

Managers communicate all necessary information about decisions and results with all employees and managers value their employees' ideas and ask for their ideas for decision making. Employees think that their managers are fair in the process of decision making, because each employee can get necessary information about processes in their workplace. There is no differentiated communication. However, if there is a differentiated relationship between employees and managers, communication will be delivered more to in group members and this creates inequalities. This results in feeling of injustice between employees and their managers. Findings support Organ (1990) arguments. According to Organ (1990), perception of fairness is very important concept for people in their social relations. They plan to maintain social relations with the organizations or managers, if there is no unfairness perception. If there is unfairness in social exchanges, organizations are affected negatively, dissatisfaction break out. Moreover, employees use their past experiences about what is fair or unfair allocation processes and this reflects on the organization. Thus, LMX affects employees' perceptions of fairness. In hotel industry, LMX is really important concept to create feeling of interactional justice. To have committed employees in the service industry, professionals should focus on development of high LMX and this will improve interactional justice.

These findings are in the same line with Scandura's (1999) findings. According to Scandura (1999), distributional, procedural and interactional justice can be matched with leader member exchange, but interactional justice is in the same line with leader member exchange because, even if there is differentiated relationship between in-group

and out-group members and leader, leader should be consistent and should provide equal communication. Communication is important part of LMX relationship (Fairhurst & Chandler, 1989; Schiemann, 1977). Thus, we can easily understand mediating effect of interactional justice in hotel industry, because it is a dynamic industry that is depend on labour force. Each employee is expected to get equal contribution from their managers to be committed team member.

All in all, in tourism industry managers should be aware of results of differentiated leader member exchange or they should consider negative consequences of low LMX. Equitable treatment or equitable actions from leaders is valuable for employees. Secondly, results show that there is a positive and significant relationship between “quality of leader member exchange” and “normative commitment” in hotel industry, while there is no significant relationship between “quality of leader member exchange” and “affective and continuance commitment”. Normative commitment is seen as obligation toward organization.

Weiner (1982) explained it as “totality of internalized normative pressure to act in a way which meets organizational goals and interests” (p.471). Some authors do not call it as commitment but some others (e.g. Prestholdt, Lane, & Mathews, 1987) see normative commitment that is internalized moral obligation as significant contributors to behaviour including intention to leave decision (Prestholdt et al., 1987). Similarly, it was explained by Etzioni (1975, 1999) as moral involvement in an organization as a positive orientation of high intensity that develops through the internalization of organizational goals, values, and norms. He claims that moral involvement binds individuals to the organization with a sense of duty. It has a stronger influence on individual behaviour than cost-based commitment when circumstances change (Etzioni, 1975, 1999). Finally, writing within a Japanese context, Marsh and Mannari (1977)

claimed that employees who accept the norm of “*lifetime commitment*” consider it morally right to stay in the company. They do not mind that how much status enhancement and satisfaction the company offers them. When it comes to its relationship with LMX, findings show that there is a positive and significant relationship between quality leader member exchange and normative commitment. In other words, employee’ feeling of obligation to stay committed to organization can be changed depending on quality of leader member exchange.

When it comes to our first hypotheses, it is related to the relationship between quality of “leader member exchange” and organizational commitment with the mediating effect of interactional justice which was only possible to test for “normative commitment”. There is a full mediating effect of justice between “quality of leader member exchange” and “normative commitment”. This means that with the mediating effect of justice, there will be no effect of LMX on normative commitment.

We can evaluate the result of the first hypothesis as valuable contribution to tourism industry in Turkey. It reveals that if all organizations in this industry underline the importance of high quality leader member exchange, it will positively affect perception of interactional justice and in turn normative commitment to organization will increase. Employees think that they ought to stay in this organization to sustain feeling of interactional justice and to sustain their relationship with their managers.

For the second hypothesis, there is no mediating effect of “normative commitment” between “leader member exchange” and “intention to leave”. There is a negative and significant relationship between quality of leader member exchange and intention to leave. Also, there is a negative and significant relationship between “normative commitment” and “intention to leave”. Analyses revealed that, controlling for the mediator, LMX (independent variable) is still a significant predictor of intention

to leave (dependent variable). In other words, there is no mediating effect of normative commitment.

This study supported literature findings. Past studies also revealed that organizational commitment is negatively related to intention to leave (Williams & Hazer, 1986). This research focuses on the relationship between only normative commitment and intention to leave. It was also revealed same result. Also, research shows us that there is strong and direct relationship between “leader member exchange” and “intention to leave”. Empirical findings show us that LMX and turnover intention relationship is significant and negative (e.g., Major, Kozlowski, Chao, & Gardner, 1995). They supported that decreasing employees’ intention to leave is appeared to associated with developing high quality relations with subordinates.

The purpose of this study to deeply understand leader member exchange in hotel industry, because as I explained in literature review, hotel industry is a service industry and main resource is service that is created by employees. In other words, hotel industry is highly labour intensive. It is not tangible and measurable like tangible manufactured products. The aim is to provide “guest satisfaction” to increase the number of frequent guests. To provide customer with high quality service is just possible with satisfied employees so, management should focus on their employees. Leader member exchange, commitment and intention to leave are some areas that companies should focus on to maintain their employees, because in the service industry, turnover rate is higher than the other ones. Many research shows us that high turnover rate is not a country specific issue and high turnover rate is one of the most important problem of Turkish hotels (Birdir, 2002). There are documented negative effects of unwanted turnover in tourism properties (e, g., Simons and Hinkin, 2001). Powell and York (1992) argued that these negative effects are increasing training

costs and it is very difficult for the remaining employees to serve high quality service while some positions are open or when there is inexperienced staff in these positions. Therefore, main challenge in hospitality industry is to maintain qualified employees. Lastly, many firms accept high turnover rate as part of workplace instead of finding solutions for them. (Iverson & Deery, 1997).

In this point one of the most important finding from literature is the hotel executives' perspective that supervisors have a significant effect on turnover decisions of their employees. (Kim, Lee, & Carlson, 2010). It is very valuable for me to find this information also in the past literature, because difficult working conditions are generally reasons of turnover like fluctuating demand, simultaneous production and consumption, low wages, overtime. (Birdir, 2002). These are also valid reasons but high quality leader member exchange can be remedy for the increasing rate of turnover.

4.1. Implications of the Current Study for Research and Practice

All over the world organizations are under the threat of increasing global and domestic competition. According to this study, quality of leader member exchange relationship has an effect on interactional justice, normative commitment and turnover intention. Especially, for the hotel industry increasing turnover rate is one of the most important threat, because they lose their investments. It is very difficult manage increasing training costs and to keep the rests' morale high after turnover period. Since hotel industry is based on service of the employees, reactions of employees are valuable. From this study; we can get some implications for industry for practical application.

- a) Human resources departments of organization can focus on leadership training programs for their all level of employees and these programs can provide them with necessary information about effective exchange

with subordinates like interpersonal communication, mentoring.

Although there are many leadership training programmes related to effective communication between leaders and their subordinates in the hotel industry, they are not effective. Cultural of the organization is important These programs should be compatible with culture of the organization to adapt people.

- b) Activities that boost group interaction can be increased by management and employees and manager should come together frequently. Success stories should be shared. Other than group interaction one to one meeting should be increased to encourage participative decision making. All team members' ideas should be asked.
- c) Management should focus on corporate culture that encourages two way and open communication at all levels.
- d) Organizations should be more careful about to what the extend they can provide their employees with equal opportunities. These can be career opportunities, monetary opportunities, access to developmental training programs, and equal communication with their managers or co-workers.

4.2. Limitations and Suggestions for the Next Studies

This study has two main limitations. These are related to sampling and time limitation. Firstly, I would prefer to get more data from hotels that are located in Mediterranean and Aegean Region. I gather data just from hotels that are located in İstanbul due to time limitation. There are many hotels also in Mediterranean and Aegean side like Antalya, Bodrum, İzmir, and Dalaman where tourism comes as the first employment option for these regions. Thus, gathering data from other regions would provide us with more realistic point of view in Turkey related to LMX issue.

The future research focusing on LMX in hotel industry may gather data from all regions of Turkey, because there are many brand new and chain hotels in other cities other than İstanbul.

Secondly, data is coming from my past co-workers. To maintain objectiveness, I arranged departmental meeting with them and their managers to inform them that survey results will not be shared with human resources department and their managers so I tried to get objective data. Also, I gathered surveys with closed envelope directly from them. Since I was not at managerial position, they had a confidence about confidentiality of survey results. It was time consuming to inform each department one by one. Thus, my suggestion is to apply survey at companies other than that researchers work.

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APPENDIX A

Informed Consent Form

This project aims to obtain descriptive data about the social perception of participants.

The research is conducted by Birce Ozkan from İstanbul Bilgi University Psychology department to complete thesis of graduate program.

A questionnaire will be applied in this research. Answering the questionnaire will take about 10 minutes. Please don't write your name on the questionnaires. Personal information of the participants will be kept confidential and data collected will only be used for the aims of the present study.

Your participation is completely voluntary. You can quit answering the questionnaire any time without mentioning an excuse. The results of the study will be sent to you if you send a request. You can contact with Birce Ozkan if you have any further questions on the study.

<p>I have read and understand the explanation provided to me. I have had all my questions answered to my satisfaction, and I voluntarily agree to participate in this study.</p> <p>Please write your approval with your hand writing as “I voluntarily participate in this study”</p> <p>_____</p>	<p>Contact Information:</p> <p>Birce Ozkan Department of Psychology Istanbul Bilgi University birceozkan@hotmail.com</p>
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**Please answer all questions according to instructions at the beginnings of the parts.
Thank you for your time and support.**

Age:					
Gender	Female		Male		
Education	High School	Two-year graduate	University	Master Degree	Post Graduate
Hotel Type	International		National		
Department:					
Hotel Star	4*		5*		
Working Period in Current Position					
Working Period in Current Hotel					

Please answer following questions considering your department manager.

Gender of Your Manager	Female			Male		
	Strongly disagree					Strongly Agree
1. I like my manager as a person.	1	2	3	4	5	6
2. My manager is the person that everybody wants to be friend with him-her.	1	2	3	4	5	6
3. Working with my manager is enjoyable.	1	2	3	4	5	6
4. I am ready to take extra responsibility for my manager.	1	2	3	4	5	6
5. I am volunteer to make an additional effort in order to reach goals that my manager determine for our department	1	2	3	4	5	6
6. I try to do my best for my manager.	1	2	3	4	5	6
7. I appreciate professional knowledge of my manager.	1	2	3	4	5	6
8. I respect professional knowledge of my manager.	1	2	3	4	5	6

9. I like professional skills of my manager too much.	1	2	3	4	5	6
	Strongly Disagree					Strongly Agree
10. I know where I stand with him/her... I usually know how she/he satisfied with what I do.	1	2	3	4	5	6
11. He/she understands my job problems and needs	1	2	3	4	5	6
12. She/he recognized my potential.	1	2	3	4	5	6
13. Regardless of how much formal authority he/she has built into his/ her position, he/she can use his/ her power to help me solve problems in my work	1	2	3	4	5	6
14. I feel comfortable to share my ideas related to work with my manager.	1	2	3	4	5	6
15. I have enough confidence in him/her that I would defend and justify his/ her decision if he/she were not present to do so	1	2	3	4	5	6
16. The people that my manager usually contact with are the same ones.	1	2	3	4	5	6
17. I think that my manager has closer relationship with my colleagues than me.	1	2	3	4	5	6
18. I think that my manager has more constructive relationship with my colleagues than me.	1	2	3	4	5	6
19. I think that my manager has more obvious relationship with my colleagues than me.	1	2	3	4	5	6
20. The relationship that my manager develop with my colleagues cause people to feel like excluded from other people.	1	2	3	4	5	6

	Strongly Disagree					Strongly Agree
1. I would be very happy to spend the rest of my career with this organization.	1	2	3	4	5	6
2. I really feel as if this organization's problems are my own.	1	2	3	4	5	6
3. I do not feel a strong sense of "belonging" to my organization.	1	2	3	4	5	6
4. I do not feel "emotionally attached" to this organization.	1	2	3	4	5	6
5. I do not feel like "part of the family" at my organization.	1	2	3	4	5	6
6. This organization has a great deal of personal meaning for me.	1	2	3	4	5	6
7. Right now, staying with my organization is a matter of necessity as much as desire.	1	2	3	4	5	6
8. It would be very hard for me to leave my organization right now, even if I wanted to.	1	2	3	4	5	6
9. Too much of my life would be disrupted if I decided I wanted to leave my organization now	1	2	3	4	5	6
10. I feel that I have too few options to consider leaving this organization.	1	2	3	4	5	6
11. If I had not already put so much of myself into this organization, I might consider working elsewhere	1	2	3	4	5	6
12. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives	1	2	3	4	5	6
13. I do not feel any obligation to remain with my current employer.	1	2	3	4	5	6
14. Even if it were to my advantage, I do not feel it would be right to leave my organization now	1	2	3	4	5	6
15. I would feel guilty if I left my organization now.	1	2	3	4	5	6
16. This organization deserves my loyalty.	1	2	3	4	5	6
17. I would not leave my organization right now because I have a sense of obligation to the people in it	1	2	3	4	5	6
18. I owe a great deal to my organization.	1	2	3	4	5	6
19. Our manager can act always neutral	1	2	3	4	5	6
20. Our manager can observe our work closely.	1	2	3	4	5	6
21. Our manager provides us with regular information about results of work and decisions that he/she made	1	2	3	4	5	6
22. Our manager ask for out ideas while developing new rules related to work.	1	2	3	4	5	6

	Strongly Disagree					Strongly Agree
23. Our manager is sincere and insightful against us	1	2	3	4	5	6
24. Our manager offers chance to poor performers to develop themselves	1	2	3	4	5	6
25. Our manager helps us to overcome difficulties.	1	2	3	4	5	6
26. Our manager does not violete our rights.	1	2	3	4	5	6
27. We can share with our plans and goals with her/him easily.	1	2	3	4	5	6
28. Our manager is consistent in her/his decisions.	1	2	3	4	5	6
29. Our manager does not explain reasons of decisions.	1	2	3	4	5	6
30. I plan to leave job within 3 months	1	2	3	4	5	6
31. I plan to leave job within 6 months	1	2	3	4	5	6
32. I plan to leave this job any time next year	1	2	3	4	5	6
33. I plan to leave this job any time within 2 years	1	2	3	4	5	6
34. I sometimes plan to look for another job.	1	2	3	4	5	6
35. I prefer to work for another hotel instead this hotel	1	2	3	4	5	6

Gönüllü Katılım Formu

Bu proje katılımcıların sosyal algıları konusunda tanımlayıcı veri elde etmeyi amaçlamaktadır.

Araştırma İstanbul Bilgi Üniversitesi Örgütsel Psikoloji bölümünden Birce Ozkan tarafından OPSY tez dersi kapsamında yürütülmektedir.

Bu araştırmada bir anket sunulmaktadır. Anketin uygulanması 10 dakika sürmektedir. Lütfen anket üzerine isim yazmayınız. Katılımcıların kişisel bilgileri gizli tutulacak ve elde edilen bulgular sadece bilimsel amaçla kullanılacaktır.

Katılımınız tamamen gönüllülük üzerine kuruludur. Çalışma sırasında sebep bildirmeksizin çalışmayı bırakabilirsiniz. Araştırmaya katıldıktan sonra herhangi bir sorunuz olduğu takdirde ya da araştırma sonuçlarını elde etmek için Birce Ozkan ile irtibata geçebilirsiniz.

<p>Yukarıdaki çalışmanın amacını ve içeriğini belirten bildiri okudum, anladım ve araştırmaya katılmayı kabul ediyorum.</p> <p>Lütfen aşağıdaki boşluğa kendi el yazınızla “Bu araştırmaya kendi isteğimle katılıyorum” yazınız.</p> <hr/>	<p>Contact Information: Birce Ozkan Department of Psychology Istanbul Bilgi University birceozkan@hotmail.com</p>
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GİRİŞ Her bölümün başında bulunan yönergelere göre sırasını atlamadan aşağıdaki soruları cevaplamanızı rica ederim. Desteğiniz için teşekkürler.						
Yaş:						
Cinsiyet:	KADIN		ERKEK			
Eğitim:	Lise	Önlisans	Lisans	Yüksek Lisans	Doktora	
Otel Tipi:	Uluslararası		Ulusal			
Yıldız Sayısı	4*		5*			
Birim:						
Bulduğunuz pozisyondaki çalışma süresi						
Bulduğunuz oteldeki çalışma süresi						
Lütfen aşağıdaki her bir ifadeyi dikkatlice okuyunuz ve bu ifadelere ne derece katıldığınıza ilişkin görüşünüzü “Tamamen Katılıyorum”dan “Kesinlikle Katılmıyorum” a doğru uzanan değerlendirme aralığındaki cevap seçeneklerinden birini seçiniz. Aşağıda seçenekleri tercih ederken bağlı olduğunuz departman yöneticinizi düşünerek hangisi departman yöneticinizi en iyi tanımlıyorsa onu seçiniz.						
Yöneticinizin Cinsiyeti	Kadın		Erkek			
	Kesinlikle Katılmıyorum					Kesinlikle Katılıyorum
1- Yöneticimi kişi olarak çok severim.	1	2	3	4	5	6
2- Yöneticim her insanın arkadaş olmayı isteyeceği bir kişidir.	1	2	3	4	5	6
3- Yöneticimle çalışmak zevklidir.	1	2	3	4	5	6
4- Yöneticim için görevimin dışında ekstra görevleri yapmaya hazırım.	1	2	3	4	5	6
5-Yöneticimin belirlediği hedeflere ulaşmak için herkesten fazla çaba göstermeye gönüllüyüm.	1	2	3	4	5	6
6- Yöneticim için yapabileceğimin en fazlasını yapmaktan kaçınmam.	1	2	3	4	5	6
7- Yöneticimin iş konusundaki bilgisi bende hayranlık uyandırır.	1	2	3	4	5	6
8- Yöneticimin işe olan hakimiyetine ve iş bilgisine saygı duyarım.	1	2	3	4	5	6

	Kesinlikle Katılmıyorum					Kesinlikle Katılıyorum
9- Yöneticimin profesyonel yeteneklerini çok beğenirim.	1	2	3	4	5	6
10-Yöneticim için ne ifade ettiğimi ve benden ne kadar memnun olduğumu bilirim.	1	2	3	4	5	6
11- İşle ilgili ihtiyaç ve problemlerimi iyi anlar.	1	2	3	4	5	6
12- Yöneticim benim potansiyelimden farkındadır.	1	2	3	4	5	6
13- Sahip olduğu kurumsal yetki düzeyini bir tarafa bırakacak olursak, yöneticim sahip olduğu gücü bana yardım etmek ve problemlerimi çözmek için kullanır.	1	2	3	4	5	6
14- İşle ilgili görüşlerimi yöneticimle rahatlıkla paylaşabilirim	1	2	3	4	5	6
15- Kendisinin olmadığı ortamlarda yöneticimin kararlarını savunacak kadar ona güvenirim.	1	2	3	4	5	6
16- Yöneticimin sıklıkla iletişim halinde olduğu kişiler hep aynı kişilerdir.	1	2	3	4	5	6
17- Yöneticim iş arkadaşlarımla, benimle olduğundan daha yakın ilişki kurduğunu düşünüyorum.	1	2	3	4	5	6
18- Yöneticimin iş arkadaşlarımla olan ilişkisinin, benimle kurduğu ilişkiye göre daha yapıcı olduğunu düşünüyorum.	1	2	3	4	5	6
19- Yöneticimin iş arkadaşlarımla olan ilişkisinin, benimle kurduğu ilişkiye göre daha açık olduğunu düşünüyorum.	1	2	3	4	5	6
20- Yöneticimin iş arkadaşlarımla kurduğu ilişki, insanın kendisini dışlanmış gibi hissetmesine neden oluyor.	1	2	3	4	5	6

Lütfen aşağıdaki her bir ifadeyi dikkatlice okuyunuz ve bu ifadelere ne derece katıldığınıza ilişkin görüşünüzü “Kesinlikle Katılıyorum”dan “Kesinlikle Katılmıyorum” a doğru uzanan değerlendirme aralığındaki cevap seçeneklerinden birini seçiniz.

	Kesinlikle Katılmıyorum					Kesinlikle Katılıyorum
1-Kariyer hayatımın geri kalan kısmını bu kurumda tamamlamaktan mutluluk duyarım	1	2	3	4	5	6
2-Bu kurumun karşılaştığı her problemi kendi problemim gibi hissederim.	1	2	3	4	5	6
3-Bu kuruma karşı güçlü bir aidiyet duygum yok.	1	2	3	4	5	6
4-Kurumuma karşı kendimi duygusal olarak bağlı hissetmiyorum.	1	2	3	4	5	6
5-Kurumumda kendimi ailenin bir parçası gibi hissetmiyorum.	1	2	3	4	5	6
6-Kurumumun benim için kişisel bir anlamı vardır.	1	2	3	4	5	6
7-Şu anda çalıştığım kurumda kalıyor olmamın nedeni istediğim için olduğu kadar gereklilik de olmasıdır.	1	2	3	4	5	6
8-İstesem bile şu anda çalıştığım kurumdaki ayrılmak benim için zor olurdu.	1	2	3	4	5	6
9-Şimdi işimden ayrılmaya karar verirsem, hayatımda pek çok şey alt üst olurdu.	1	2	3	4	5	6
10-Bu kurumdaki ayrılmayı göze alamayacak kadar az alternatifim olduğunu hissediyorum.	1	2	3	4	5	6
11-Eğer bu kuruma kendimden bu kadar çok şey katmamış olsaydım başka bir yerde çalışmayı göz önünde bulundurabilirdim.	1	2	3	4	5	6
12-Bu kurumdaki ayrılmamın negatif sonuçlarından birisi de uygun alternatiflerin az olmasıdır.	1	2	3	4	5	6
13-Şimdiki yöneticilerimle çalışma zorunluluğu hissetmiyorum.	1	2	3	4	5	6
14-Ayrılmak benim için avantajlı olsa da şu an kurumumdan ayrılmamın doğru olduğunu düşünmüyorum.	1	2	3	4	5	6
15-Eğer şimdi kurumumdan ayrılırsam kendimi suçlu hissederim.	1	2	3	4	5	6
16-Bu kurum benim sadakatimi hak ediyor.	1	2	3	4	5	6
17-Bu kurumdaki insanlara olan sorumluluklarım nedeniyle şu an işten ayrılmazdım.	1	2	3	4	5	6
18-Çalıştığım kuruma çok şey borçluyum.	1	2	3	4	5	6
19-Yöneticimiz her zaman tarafsız davranabilir.	1	2	3	4	5	6

	Kesinlikle Katılmıyorum					Kesinlikle Katılıyorum
20-Yöneticimiz çalışmalarımızı yakından izler	1	2	3	4	5	6
21-Yöneticimiz, aldığı kararlara ve sonuçlarına yönelik düzenli olarak bilgi verir	1	2	3	4	5	6
22-Yöneticimiz işe yönelik yeni kurallar geliştirirken fikrimizi alır	1	2	3	4	5	6
23-Yöneticimiz, bize karşı içten ve anlayışlıdır	1	2	3	4	5	6
24-Yöneticimiz düşük performansla çalışanlara kendilerini geliştirmeleri için mutlaka bir şans daha verir	1	2	3	4	5	6
25-Yöneticimiz işimizle ilgili zorlukları yenmemizde bize yardımcı olur.	1	2	3	4	5	6
26-Yöneticimiz çalışma hayatına ilişkin haklarımızı çiğnemez	1	2	3	4	5	6
27- İşimize ilişkin hedeflerimizi ve planlarımızı yöneticimizle rahatlıkla paylaşabiliriz.	1	2	3	4	5	6
28-Yöneticimiz aldığı kararlarda tutarlıdır.	1	2	3	4	5	6
29-Yöneticimiz aldığı kararların sebeplerini asla açıklamaz	1	2	3	4	5	6
30-Gelecek 3 ay içerisinde bu işletmeden ayrılmayı düşünüyorum.	1	2	3	4	5	6
31-Gelecek 6 ay içerisinde bu işletmeden ayrılmayı düşünüyorum.	1	2	3	4	5	6
32-Gelecek yıl içerisinde herhangi bir zamanda bu işten ayrılmayı düşünüyorum.	1	2	3	4	5	6
33-Gelecek iki yıl içerisinde herhangi bir zamanda bu işten ayrılmayı düşünüyorum.	1	2	3	4	5	6
34-Bazen başka işler aramayı düşünüyorum.	1	2	3	4	5	6
35-Bu işletmede çalışmak yerine başka bir işletmede çalışmayı tercih ederim.	1	2	3	4	5	6

APPENDIX B

ETİK KURUL DEĞERLENDİRME SONUCU/RESULT OF EVALUATION BY THE ETHICS COMMITTEE

(Bu bölüm İstanbul Bilgi Üniversitesi İnsan Araştırmaları Etik Kurul tarafından
doldurulacaktır /This section to be completed by the Committee on Ethics in research
on Humans)

Başvuru Sahibi / Applicant: Birce Özkan

Proje Başlığı / Project Title: The relationship between Leader-member Exchange and
Intention to Leave in Hotel Industry

Proje No. / Project Number: 2015-20024-042

1.	Herhangi bir değişikliğe gerek yoktur / There is no need for revision	XX
2.	Ret/ Application Rejected Reddin gerekçesi / Reason for Rejection	

Değerlendirme Tarihi / Date of Evaluation: 12 Mayıs 2015


Kurul Başkanı / Committee Chair

Yrd. Doç Dr. İtir Erhart


Üye / Committee Member

Prof. Dr. Hale Bolak


Üye / Committee Member

Doç. Dr. Koray Akay


Üye / Committee Member

Doç Dr. Ayhan Özgür Toy


Üye / Committee Member

Prof. Dr. Aslı Tunç


Üye / Committee Member

Prof. Dr. Turgut Tarhanlı


Üye / Committee Member

Yrd. Doç Dr. Uğur Kevenk