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Effect of Power on Social Exchange Between Managers and Subordinates

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ABSTRACT

Power is one of the major concepts to apprehend the process of management and social relations in organizations. This study is an exploratory study which was conducted to examine the relationship between the sources of power and leader-member exchange (LMX), perceived organizational support (POS), and organizational commitment and how these relationship changes according to culture. It was aimed that the importance of power in the organization will be understood and it will be investigated its relationship with work outcomes.

Power Scale, Organizational Commitment Scale, Perceived Organizational Support Scale, LMX Scale, and Individualism/Collectivism Scale were used in this study. A total of 208 participants from different professions participated in the study.

Results show that, except for coercive power, all power factors (referent, reward, legitimate, and expert power) are positively related to commitment, POS, and LMX while coercive power is negatively related. Also, LMX is mostly seen among individualist people, but POS is mostly seen among collectivist people. POS and LMX mediate the relationship between power factors and commitment. Moreover, POS acts as a moderator in the mediation relationship of LMX between power factors and commitment.

Keywords: power, LMX, POS, commitment, culture, individualistic, collectivistic

ÖZET

Bu araştırma yöneticilerin kullandıkları gücün çalışanların iş davranışları ve yöneticileriyle olan ilişkilerini anlamak ve ayrıca bu ilişkinin kültüre göre nasıl değiştiğini anlamak amacıyla yapılmış bir inceleme araştırmasıdır. Güç organizasyonlardaki yönetimi ve sosyal ilişkileri anlamlandırmak açısından oldukça önemli bir kavramdır. Bu çalışmada da güç kavramının öneminin anlaşılması ve bu sayede ileriki çalışmalarda daha çok araştırılması amaçlanmaktadır.

Bu çalışmada Güç Ölçeği, Örgütsel Bağlılık Ölçeği, Algılanan Örgütsel Destek Ölçeği, Lider-Üye-Değişimi Ölçeği ve Bireycilik/Toplulukçuluk ölçekleri kullanılmıştır. Farklı alanlarda çalışan 208 kişi bu çalışmaya katılmıştır. Güç faktörleri, çalışanların bağlılığı, algıladıkları örgütsel destek, lider-üye etkileşimi ve kültür eğilimleri ölçülmüştür.

Araştırma sonucunda, zorlayıcı güç dışındaki tüm güç kaynaklarının (karizmatik güç, ödül gücü, yasal güç ve uzmanlık gücü) örgüte bağlılık, algılanan destek ve lider-üye etkileşimiyle pozitif anlamda ilişkili olduğu bulunmuştur. Zorlayıcı güç ise negatif anlamda bir ilişkide bulunmuştur. Algılanan destek daha çok toplulukçu bireylerde görülmüş, lider-üye etkileşimi ise daha çok bireyci bireylerde görülmüştür. Algılanan destek ve lider-üye etkileşimi güç faktörleri ve örgüte bağlılık arasında anlamlı aracı olarak rol almaktadır. Algılanan destek ise lider-üye etkileşimin güç faktörleri ve örgüte bağlılık ilişkisindeki aracı rolünü moderatör olarak etkilemektedir.

Anahtar Kelimeler: Güç, LÜE, Algılanan Örgütsel Destek, bağlılık, kültür, bireycilik, toplulukçuluk

CHAPTER 1

INTRODUCTION

1.1. Power

The field of management in industrial/organizational psychology gained popularity to study in recent years due to developing business environment. As a part of management, power is an important part of organizational practice (Hopkinson & Blois, 2014). Power is the capability to control and affect other people (Hunt & Nevin, 1974; Nelson & Quick, 2012). Also, power is identified as unequal control on sources in social relationships (Magee & Galinsky, 2008). Social power is the center of how group dynamics work (Pierro, Raven, Amato, & Bélanger, 2013). It is the ability of people to alter one's behavior and beliefs by using their own personal resources (Raven, 2008), and it is mostly related to strategies that managers use to gain positive outcomes from their subordinates (Pierro et al., 2013). People with power influence others by using formal authority, cultural norms, expert knowledge and organizational politics (Mintzberg, 1983). Socially, it may be vertical or horizontal and also, it may be between individuals or groups (Salancik & Pfeffer, 1974). When people have power, they tend to deny the fact that they have it; when people want to have power, they tend to hide that they are looking for it; when people achieve power, they tend to keep how they got it as a secret (Robbins & Judge, 2011), so what lies behind these actions and should be understood.

One of the earliest explanations of how power exists was explained by Emerson (1962). According to him, dependence is the core factor for power to occur and he explained this relationship by power of a person A on a person B is equal to dependence of B upon A. Emerson (1962) further said that "if the dependence of one party provides the basis for the power of the other, that power must be defined as a

potential influence.” From this explanation it can be said that relationship between both parties and motivational factors play a role on the existence of power. Also, he stated that dependence level changes and depending on the relations, it may become balanced or unbalanced. If dependence of A upon B is similar to dependence of B to A, it ends up with a balanced relation. If there is no equality and one’s dependence on the other person is high, it causes unbalanced relationship and this gives advantage in terms of power for one of the parties. The importance of dependence was also explained by others and in one of them researchers indicated that whenever two parties in interaction between each other have dependence to one another, it always leads to existence of power (Leonidou, Akyol, Lindsay, Katsikeas, & Talias, 2014). Also, dependence comes from the necessity to keep having a relationship with the others to reach the aim (Leonidou et al, 2014).

Power is a necessary and natural process in organizations (Haugaard & Clegg, 2012; McClelland & Burnham, 2003; Vredenburg & Brender, 1998). It is used to decide for distribution of organizational resources equally (Salancik & Pfeffer, 1974). It is seen as a premise for success (Clegg, Courpasson, & Phillips, 2006, p. 2). Power makes it easier for organizations to have proficient and coordinated tasks, and also helps them to improve these task performances via rewards (Vredenburg & Brender, 1998). Power serves as a function to deal with organizational uncertainty (Hickson, Hinnings, Lee, Schneck, & Pennings, 1971). In order to achieve a success, managers in organizations use power in daily life, that’s why, who has power, how he/she achieved it, who is influenced by it and how it influences people should be understood clearly.

Power not only occurs in a social environment, but also it is associated with people’s psychological processes. It was stated that having power and its effect on other people can be beyond social environment, they can influence person psychologically as well (Chen, Lee-Chai, & Bargh, 2001; Galinsky, Gruenfeld, & Magee, 2003). Power psychologically influence people when they are able to control

over sources, when they remember the time they had power on someone else, and when they remember a word or an event associated with power (Anderson & Berdahl, 2002; Galinsky et al., 2003). This psychological effect is explained by Power-Approach Theory (Keltner, Gruenfeld, & Anderson, 2003). The behavioral approach system is associated with reward seeking and it increases the level of sensitivity to reward (Keltner et al., 2003). It helps the regulation of behaviors associated with physical achievement such as sex, food and social achievement such as safety and attachment (DePue, 1995). In this system, rewards and opportunities are essential parts in the process by triggering the process and make people try achieve their goals which is associated with these rewards. The behavioral inhibition is, on the other hand, is related to punishment, threat, and uncertainty (DePue, 1995), so people avoid behaviors which is related to these punishments. Power affects the behavioral approach system because when people have power, they are provided with more resources and they are able to reach rewards, financial and social resources easily (Keltner et al, 2003). On the other hand, having no power causes behavioral inhibition because less power leads to less access to financial and social sources and materials (Domhoff, 1998), and less powerful people face more punishments and threats (Keltner et al, 2003).

People who achieve power in organizations mostly the ones whose position is the central in terms of network and the ones who have a great view and knowledge of this network (Krackhardt, 1990). Furthermore, people with power have ability to reach and control on information, instrumentalities, resources, and people in organization (Mechanic, 1962). Powerful people have it because despite facing resistance at work, they manage to overcome it manage the finishing tasks they are given (Brass, 1984). These people who have power as a result of these situations have psychological consequences. Power makes people become more goal directed than others (Galinsky et al., 2003). They become more confident in their job and in order to success they are more willing to take risks (Galinsky, Magee, Gruenfeld, Whitson,

& Liljenquist, 2008; Keltner et al., 2003). High level of power makes people regulate their behavior to achieve organizational and individual goals (Guinote, 2007) because they have less constraint and more freedom in their work (Galinsky et al., 2008). Also, this goal oriented behavior leads them to ignore other's perspectives and thoughts, and focus on their own ideas (de Cremer, van Dick, & Murnighan, 2011). Also, according to McClelland (1965), in order to achieve their purposes, they become more dominant, impulsive and manipulative and they have less self-control. Power also causes impairment in understanding other's emotions (Galinsky, Magee, Inesi, & Gruenfeld, 2006) and this leads to less social interaction for them. On the other hand, it was found that, during emergency state, powerful ones take the action and help people who are in distress at the moment (Whitson, Galinsky, Magee, Gruenfeld, & Liljenquist, 2007). Moreover, when people have more power, they become more optimistic about their future and they believe they have more positive things to come than negative ones (Galinsky et al., 2006), so they have less negative emotions (Langner & Keltner, 2008).

What is the source of power? Why some people have more influence on others? These questions were examined by many researchers and one of the most beneficial models was explained by French and Raven (1959) and this taxonomy model is still mostly used in power related studies (Carson, Carson, & Roe, 1993; Konter, 2010; Valença & Alves, 2017). Their model is based on investigation of social influence and social interactions between both parties. They defined power influence which results in psychological change for people. They proposed five types of power: legitimate, reward, coercive, as organizational power; expert and referent power as personal power. According to Pfeffer (2011), personal power is more effective to achieve organizational or individual purposes. Legitimate power is the power which results from one's position in the organization (Lunenburg, 2012). Status of the person gives his/her to power to influence other's behavior. This power is seen as a normative necessity and the position gives the right to change other's behavior (Borchgrevink & Boster, 1997). Therefore, it is also called "formal

authority” because position also gives the authority within the organization and due to this authority, people can give order to others to do things (Lunenburg, 2012), and subordinates have to follow these orders (Gibson, Ivancevich, Donnelly, & Konopaske, 2012). Reward power is achieved when person gives rewards to affect other’s behavior (Lunenburg, 2012). These rewards can be financial or giving more responsibility also may be seen as a reward. Also, these rewards can be extrinsic or intrinsic. According to Frey (1997), extrinsic rewards are physical rewards like salary, bonuses, and promotions, and they are external to the job. Besides, intrinsic rewards are immaterial rewards like satisfaction, new challenges at work, and admiration, and they provide psychological benefits to employees. Either way, rewards works to maintain power if other people value the rewards they are given. Also, if it is valued, rewards lead to better performance for subordinates, so managers should indicate the relation between reward and behavior (Nelson & Quick, 2012). Coercive power occurs when managers use punishments and threats to influence other’s behavior (Lunenburg, 2012) and coercive power has some negative consequences for the organization and the person who have the power. Expert power is influencing other people resulting from having the skills, knowledge or ability (Lunenburg, 2012). Expert power is achieved when followers see their managers as reliable and honest (French & Raven, 1959, Luthans, 2011). Referent power is the capability to affect other’s behaviors because they have the respect for the person (Lunenburg, 2012). Referent power occurs when the person has a good reputation, personal characteristics, and charisma (Kudisch, Poteet, Dobbins, Rush, & Russell, 1995; Tosi, Misangyi, & Fanelli, 2004). According to Pfeffer (1993), legitimate power may cause less job satisfaction, less productivity, and less job performance for followers, so rather than showing only legitimate power, and this power should be related toother type of power such as expert power to avoid any negative consequences of work. Also, he stated that reward power may work in the short-run, but later subordinates may feel dissatisfaction in the long-run because they may feel manipulated by their managers. Coercive power gives harm to employees and it leads

to fear, alienation, dissatisfaction, and turnover (Pfeffer, 1993). Expert power and referent power, on the contrary, gives rise to trust, compliance, loyalty towards manager, so it is likely to increase commitment, performance, and productivity (Pfeffer, 1993). Those power bases are also differentiated in terms of the freedom that subordinates feel in their workplace (Pierro et al, 2013). Harsh power bases include coercive power and reward power and these powers decreases the freedom and give subordinates an obligation to follow their managers (Pierro et al., 2013). On the other hand, soft bases consist of legitimate power, expert power, and referent power and these powers give more freedom and autonomy to subordinates to follow their managers (Pierro et al., 2013). Soft power bases are more favorable for employees, so it is mostly associated with positive work outcomes (Pierro, Kruglanski, & Raven, 2012).

1.2. Culture

The effect of culture on business practices and leadership effectiveness is mostly concerned by researchers in recent years. More specifically, its influence on the relationship between manager and follower was found as a strong predictor (Brislin, 2000; Hofstede, 1980). In order to have successful managerial practices, cultural ideas, values, and beliefs should be one of the main concerns of managers (Hofstede, 1993; Kirkman & Shapiro, 1997). Culture is the part of the environment which was made by human living in that culture and this part includes shared perceptions of the social environment (Robert, Probst, Martocchio, Drasgow, Lawler, 2000; Triandis, 1994). Also, culture identifies the desirable behaviors in a culture which are called norms; social structures and roles of people; and important goals and principles in a culture which are called values (Robert et al., 2000). These concepts are helpful to connect administrative practices and culture together (Kirkman & Shapiro, 1997).

Two main dimensions that differentiate western and non-western are individualistic culture and collectivistic culture. Individualism/collectivism describes individuals in terms of how they see themselves in the society (Hofstede, 2001). Individualistic societies are more independent and autonomous and they focus on their personal achievements as first priority (Triandis, 2001). Collectivistic societies are more interdependent within the group and they are firstly concerned with the goal of group rather than their own achievement as an individual (Triandis, 2001). Triandis and his colleagues also indicated that individualism and collectivism two separate, distinct concepts instead of being converse end of one dimension (Gelfand, Triandis, Chan, 1996; Triandis, 1995). They also stated that depending on context, any culture can be both individualistic and collectivistic, but their degree of being individualist or collectivist shows some differences.

Power distance is another concept to classify cultures. Power distance is the asymmetrical distribution of power in organizations which becomes a norm of the society (Hofstede, 1980). In high power distant culture, employees show respect for their managers and follow their order because of the difference between positions and power whereas low power distant cultures have no hierarchical difference in terms of power and position (Chiaburu, Chakrabarty, Wang & Li, 2015). Collectivistic societies tend to show more power distance, while individualistic societies have less power distance compared to collectivistic societies (Triandis & Gelfand, 1998).

Triandis and Gelfand (1998) explained four culture types by using individualism-collectivism and power distance as values to identify these cultures. These four new cultures are horizontal individualism (HI), vertical individualism (VI), horizontal collectivism (HC), and vertical collectivism (VC). According to Triandis (2001), HI culture occurs when people want to achieve their own goal and there is equality in status within society and organizations. VI is the same and people want to success their purpose, but they also want to be the best, so there is no equality in this type of societies. HC occurs when people identify themselves with their in-groups. People in groups are similar and equal. In VC cultures, people like to take

part in an in-group, but members of the groups show difference according to their status, so there is an inequality in these cultures. In HI societies, people view themselves as an independent person, and they think that they are equal in terms of status with other people, so Western societies are highly associated with horizontal-individualistic culture. On the other hand, VC societies show interdependent self and respect for authority, so Asian societies mostly fit into vertical-collectivistic culture.

1.3. Leader-Member Exchange (LMX) and Power

The dyadic relationships between managers and subordinates are examined and this dyadic exchange relationship is called as leader-member exchange (LMX) which is a process of leadership explaining relationship between a manager and a follower (Gerstner & Day, 1997). Graen and Uhl-Bien (1991) explained three stages to create an effective relationship. First stage is “stranger” stage, and in this stage, there is no exchange or influence between the manager and member. Some members cannot go beyond this stage, and cannot develop an exchange relationship, so low LMX relationship occurs in this stage. Second stage is “acquaintance” stage, and in this stage even though there is no direct exchange between the two parties, leaders and members start to form an increased and fair relationship. Final stage is “mature” stage, and in this stage a high quality LMX relationship occurs resulting in support, fidelity, a long-term exchange and influence (Graen & Uhl-Bien, 1991; 1995). According to leadership theory of LMX, leaders’ characteristics, followers’ characteristics, and a mature relationship between the two parties is essential to form an effective relationship which means leaders should act as inspiration by influencing them at work, and also followers should do the same (Graen & Uhl-Bien, 1991). However, managers treat each of their members differently, so their relationship with their members varies from one member to another (Dulebohn, Wu, & Liao, 2017). Managers’ relationship depends on their view on members if they belong to in-group

or out-group (Graen & Uhl-Bien, 1995). Leaders depend on in-group members, and they form a strong, closer, and mature exchange with them, but out-group member do not receive such mature relationship and treatment from their leaders (Graen & Uhl-Bien, 1991; Kónya, Grubić-Nešić, & Matić, 2015). In-group members receive some additional resources from their leaders like participation in decision-making process at work, support, attention, and information in exchange of doing some extra and voluntary work which is not written in their contracts (Graen & Cashman, 1975) which results in mutual trust, support, effective communication, autonomy, satisfaction, and loyalty for employees (Dansereau, Graen, & Haga, 1975; Dienesch & Liden, 1986; Graen and Uhl-Bien, 1995). Also, in group members who receive high quality exchange also share the same idea and interest with their colleagues, they become partners and they work together to achieve a shared goal at work by performing additional tasks besides their own work (Fisk & Friesen, 2012; Graen & Uhl-Bien, 1995). On the other hand, out-group members do not perform more than what they are obligated to according to their employment contract, and they do not receive trust, a support, and rewards (Deluga, 1998).

According to LMX theory, members want their managers to interact with them and expect that managers will give them more responsibility, information, support, affection, and status (Sparrowe & Liden, 2005). For a high quality LMX to occur, there should be an exchange of knowledge and socio-emotional sources such as respect and loyalty between leaders and followers (Wayne, Shore, & Liden, 1997). Supervisors see some of their employees as promising, and give them favorable treatment. These employees who receive favorable treatment want to repay and work harder and help their supervisor resulting in high-LMX relationship (Eisenberger et al., 2014). In the presence of high quality LMX relationship, employees are given some tangible and intangible benefits (Erdogan & Enders, 2007; Liden, Sparrowe, & Wayne, 1997). Tangible benefits consist of resources like influence on decisions, empowerment, advancement for career, and progress of salary (Casimir, Ng, Wang, & Ooi, 2014; Liden, Wayne, & Sparrowe, 2000; Scandura, Graen, & Novak, 1986;

Wakabayashi, Graen, Graen, & Graen, 1988; Wayne, Liden, Kraimer, & Graf, 1999). These benefits give rise to high level of job performance because they eliminate the possible problems that employees may face, and give employees a clear and supportive way to work (House, 1971). Intangible benefits consist of favors given by managers such as being able to communicate with managers, sympathy, sincerity and being provided a relationship with a mutual trust (Bauer & Green, 1996; Casimir et al., 2014; Erdogan & Enders, 2007; Hofmann & Morgeson, 1999). These benefits make employees pay extra attention and work with enthusiasm, and make them feel commitment to the organization (Casimir et al., 2014). Intangible benefits are the core for exchange between manager and employee, because they are associated with employee well-being, so even if there is no tangible benefits provided a high quality LMX relationship may occur if there are intangible benefits (Epitropaki & Martin, 1999, 2005; Erdogan & Enders, 2007). On the other hand, for some cases, tangible benefits are needed to create job satisfaction, so managers may provide a supportive work environment by backing their employees up, eliminating unfair situations, giving their employees resources and special assignments (Erdogan & Enders, 2007). All these benefits lead to a better work environment; eventually, employees have more satisfaction in their jobs (Erdogan & Enders, 2007). These benefits given to members when they need make members are more willing to engage with work and they show more performance and commitment, so a high level LMX relationship occurs (Liden et al., 1997). When there is a high quality LMX relationship, leaders give priority to needs of employees by providing them with moral supports, and rewards, and they also provide their members with assistance to solve their work-related problems (Gerstner & Day, 1997). Therefore, it results with trust, respect and obligation towards manager (Sparrowe & Liden, 1997). High quality LMX relationships give rise to a high level of mutual trust between leaders and followers, and this mutual trust helps to build a better employee-organization union (Ertürk, 2014). When employees are given trust, support, and these tangible and intangible benefits, they are engaged with high LMX relationship, so they want to return these

favors by showing high performance (Erdogan & Enders, 2007). As a result, subordinates are engaged in more job performance, job satisfaction, and citizenship behavior (Gerstner & Day, 1997; Masterson, Lewis, Goldman, & Taylor, 2000). Moreover, employees who receive high LMX relationship are given the chance to be promoted compared to others, so they become more loyal towards their managers and they become more motivated to work, so they perform well at their tasks to gain this opportunity (Casimir et al., 2014).

In this dyadic relationship, when managers have more power, they have more effect on subordinates, that's why, power of manager has a huge influence on how this relationship function for both parties and organization (Dulebohn, Bommer, Liden, Brouer, & Ferris, 2012). As it was mentioned before, when people have more power, they focus on more individual perspective and ignore other's thought and feelings and this may result in low LMX relationship. However, when they are willing to help others with the use of their power, it may give rise to high LMX. Also, coercive power causes low LMX because using such power on followers cause poor relationship between managers and their subordinates (Borchgrevink & Boster, 1997). Reward power increases the LMX relationship because, intrinsic and extrinsic rewards was found to increase the quality of LMX relationship (Gerstner & Day 1997; Liden et al., 1997) and receiving these rewards from their managers make subordinates have a good relationship with their managers(Borchgrevink & Boster, 1997). Referent power is also associated with high LMX because of the confidential relationship between both sides, subordinates identify themselves with their managers and they see their managers as a role model (Borchgrevink & Boster, 1997). Also, members believe that when their leaders have more status and influence on achieving tasks in their organization, their managers provide them with more benefits, information, and support (Jablin, 1980), so it can be said that more managers with more legitimate power gives their members a high-quality LMX relationship.

1.4. Perceived Organizational Support (POS) and Power

Another essential concept in the relationship between leaders and followers is perceived organizational support (POS), and it is the perception of how organization value and care about employees (Eisenberger, Fasolo, & Davis-LaMastro, 1990). High POS is the perception that organization is giving more help, support, and reward (Eisenberger, Huntington, Hutchison, & Sowa, 1986). According to reciprocity norm, when employees think their organization give them a fair treatment, they feel obligated to return and repay these favors, benefits, and opportunities (Blau, 1964; Ertürk, 2014). According to Rhoades and Eisenberger (2002), POS should create a requirement to consider organizational well-being and reaching organizational goals. Secondly, POS should make people feel cared, approved, respected, and meet their social needs by giving them a membership and role status. Lastly, POS should make employees believe they will get recognized their high performance and rewarded for it. High level support from the organization gives rise to more positive outcomes in terms of job such as engagement, performance, and citizenship behavior (Masterson et al., 2000; Qi, 2005). Having high POS help employees to have reach information and other sources easily, so they can give a better performance (Rhoades & Eisenberger, 2002). POS also may give rise to job satisfaction if employees' socio-emotional needs are met, their performance-reward expectancies are increased, and they are provided with aid in the need of it (Casimir et al., 2014). When an organization meets this support and resources, and when employees feel organization supports their personal interest, employees show more effort resulting in more positive job outcomes such as commitment and citizenship behavior (Demir, 2015; Chiaburu et al., 2015). When employees are given more responsibilities and when they are included in decisions within the organization by their managers, they feel high level of POS (Wayne, Shore, Bommer, & Tetrick, 2002). Employees who receive support from their organizations do not look for other job opportunities and they do not have the wish to abandon the organization (Allen, Shore, & Griffeth,

2003). Also, in the case of a stressful work situation, POS makes employees feel less negative towards the situation with the help of resources and emotional support and makes employees deal with the stress easily (George, Reed, Ballard, Colin, & Fielding, 1993). With the emotional support they receive from the organization, employees feel more commitment towards the organization (Armeli, Eisenberger, Fasolo, & Lynch, 1998; Eisenberger et al., 1986).

As it was mentioned before, when people have power, they ignore other's thoughts and perspectives. Therefore, it can be concluded that more power will cause less POS for subordinates. Also, because coercive power leads to less communication between managers and followers, followers will not be given more sources by their managers which will cause less POS. On the contrary, expert power and referent power creates a more developing dynamic relationship between managers and subordinates. It gives rise to more communication and more exchange of ideas. That's why, it can be said that they will be associated with higher POS. Also, when managers have more status, they provide more information and support (Jablin, 1980), so it can be stated that legitimate power is related with high level POS for subordinates.

1.5. Organizational Commitment and Power

Organizational commitment (OC) is one of the main issues for managers and owners, because it takes an important part in bringing a profit to the organization (Abdullah & Ramay, 2012). It is important because, it brings and maintains qualified individuals into the organization, and it also motivates them to stay (Michaels, Handfield-Jones, & Axelrod, 2001). People who feel high commitment towards their organizations are more likely to show productivity and loyalty, and they are most likely to perform better, and work longer in organizations (Karim & Rehman, 2012; Dey, Kumar, & Kumar, 2014; Chungtai & Zafar, 2006). Furthermore, if employees

left the organization, investments they built would be also gone, so commitment is a strong predictor to decide employees' relationships with their organization (Garg & Dhar, 2014). Therefore, many industries aim to increase profit and make their employees stay longer while providing commitment (Hanaysha, 2016), because committed employees have the sense of responsibility (Karim& Rehman, 2012). Also, organizational commitment has an effect on work life of member of the organization through influencing their job satisfactions, stress, engagement, and mostly their performances, so it is also important for them (Rhoades & Eisenberger, 2002). When they feel more committed to an organization, they learn to fit and feel belong to their organization (Rhoades & Eisenberger, 2002). It also makes members of the organization learn the patterns of organization and shape their behaviors (Rhoades & Eisenberger, 2002). Therefore, one of the main purposes of leaders should be making their subordinates feel more commitment to maintain the aim of the organization (Pierro et al., 2013).

One of the first ideas about commitment stated that when individuals make some investments by working in the organization, they become more committed to their organizations (Becker, 1960). Three characteristics of organizational commitment were identified in early studies (Porter, Steers, Mowday, & Boulian, 1974). Firstly, organizational commitment means believing and accepting organizations' goals and values. Secondly, commitment is associated with voluntarily effort to achieve organizations' goals. Finally, it is related to desire to continue being a member of the organization. According to Meyer and Allen (1991), organizational commitment is a psychological situation which identifies an employee with his/her relationship within organization and with organization itself. Also, it refers to desire to continue or leave in organization (Meyer & Allen, 1991). It basically means a feeling of loyalty for organization (Ghorbanhosseini, 2012). Organizational commitment is one of the topics that attract attention in recent years because of its outcomes (Zehir, Müceldili, & Zehir, 2012). Employees feel more committed to their

organizations if they perceived positive outcomes in their job, so it result in hard work, more wish fullness in extra works, and it decreases lower level of performance, turnover, and absenteeism (Schalk & Roe, 2007). Also, more committed employees show more success, more participation, more qualified work, and more compromise for organizational benefit (Rabinowitz & Hall, 1977; Randall, 1990).

Organizational commitment is multidimensional phenomena (Yang, Liu, Chen, Pan, 2014). Meyer and Allen (1991) described three components of organizational commitment. Affective commitment is attachment to organization emotionally and identification self with organization. Employees feel more affective commitment when they have task autonomy, skill variety, and supervisory feedback, and when they take part in decision-making processes in their job (Ezirim, Nwibere, & Emecheta, 2012). If they feel they can depend on the organization, and the organization will consider their interests, they become more affectively committed (Ezirim at al., 2012). It was stated that all these factors will give intrinsic rewards to employees, and these rewards will lead to affective commitment (Mottaz, 1988; Rowden, 2003). It is considered as the most important component of commitment (Wasti, 2002). The reason why this type of commitment is important is because it refers many positive aspects of a job, and it brings intrinsic motivation (Zehir, Müceldili, & Zehir, 2012). Also, it is the strongest predictor for behavioral change of employees, and it motivates people to have a more positive attitude and more effort to change (Lavelle, Rupp, & Brockner, 2007). If employees are satisfied with the situation in the organization, they keep working within that organization (Allen, & Meyer, 1990) because they see organizations' problem as their own problem (Porter et al., 1974), and their goal and companies' goal become one (Meyer & Allen, 1991). Continuance commitment refers to the need for staying in the organization (Meyer & Allen, 1991). Continuance commitment occurs because of age and career satisfaction (Ezirim at al., 2012), and it is related to opportunities for promotion, and payment (Altınöz, Çakıroğlu, & Çöp, 2012). Age is a predictor of the investment employees

make in the organization (Meyer & Allen, 1997). Age may decrease the other job opportunities, so people believe that they should remain in the organization (Ezirim et al., 2012). Career satisfaction means employees make career related investments within the organization, so in order not to risk those investments, employees do not leave the organization (Ezirim et al., 2012). Employees are aware of the consequences of leaving, so they prefer remaining within organization. Employees do not leave the company, because they feel they give so much time and effort to the company, so they should remain not to waste it and avoid the costs of leaving (Ezirim et al., 2012). Normative commitment means a sense of duty to stay in the organization (Meyer & Allen, 1991). People with more normative commitment remain within organization because they feel like they should, and they have the obligation to stay (Ezirim et al., 2012). They feel like they are in debt to the organization and to pay it back, they continue to work for the organization (Meyer & Allen, 1991). One of the reasons why people develop normative commitment is explained by Meyer, Allen & Smith (1993). They stated that employees feel socialized toward loyalty which means they feel it is appropriate to be loyal to managers, so they stay within the organization until they feel their loyalty is paid back.

Several studies found a relationship between organizational commitment and power but it was not found directly, other variables were used to estimate this relationship. According to Student (1968), referent power leads to low level of absenteeism which means employees feel more committed when their manager uses referent power. Similarly, expert power and legitimate power is negatively related to intention to leave the company, again which means employees show more commitment (Busch, 1980; Ivanchevic & Donnely, 1970). Franklin (1975) found that love-oriented power was more effective on employees to feel more committed to their organization, and punishment-oriented power decreases the feeling of commitment. Another study which was conducted in China found punishment decreases the feeling

of commitment, but assistances from manager increase it (Sheu & Hu, 2009), and another study which was made in Bangladesh showed that expert and legitimate power is positively related to commitment (Rahim, Khan, & Uddin, 1994). A few study stated that if employees receive rewards when they show high level of job performance, they will have high level of organizational commitment, and they will be more willing to achieve organizational success (Karia & Asaari, 2006; Lee, Park, Yoo, 1999; O'Driscoll & Randall, 1999), so it can be said that reward power is positively related to organizational commitment. According to Nygaard and Biong (2010), power bases have an effect on subordinate's commitment but through ethical values. They stated some power bases leads to strong ethical values in organizations which results in commitment to organizations. Reward, expert, legitimate, and referent power lead to strong ethical values and as a result employees feel more committed to organizations. However, coercive power causes low level of ethical values, employees feel less committed.

Affective commitment was found as the most effective component on job outcomes such as turnover intention and job performance (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). Affective commitment is the admiration towards the organization (Powell & Meyer, 2004), and it occurs when employees strongly have a faith in the values of organization and as a result, they are willing to stay in the organization by their own will (Somers, 1995). According to Pierro and his colleagues (2013), affective commitment is also the most associated component with power. They explained that affective commitment may be affected by the power base which managers use to maintain organizational goals. According to them, if a leader uses soft power bases, subordinates are tend to follow them more and it will lead to more affective commitment. Also, affective commitment was found to be positively related with expert and referent power in Bangladesh (Rahim & Afza, 1994).

The relationship between normative commitment and power was also examined by some researchers. It was found that there was a negative relationship

between normative commitment and reward, coercive, and legitimate power in the case of a power disadvantage between a manager and subordinate (Brown, Lusch, & Nicholson, 1995). Also, a study indicated that coercive power reduces normative commitment, but reward, expert, and referent power, on the other hand, increases normative commitment (Flynn, Zhao, Huo, & Yeung, 2008).

1.6. LMX, POS, and Organizational Commitment

Social exchange theory has received attention in organizational setting because employees' behaviors and attitudes are influenced by organizations and managers (Wayne et al., 2002). According to social exchange theory, when a person does a favor for someone, he/she also expects a favor from the person who receives it (Gouldner, 1960). During the process of social exchange between managers and employees, managers provide special treatments to certain employees (Graen & Uhl-Bien, 1995), and in turn, these employees try to pay these treatments by working harder (Liden et al., 1997). Employees shape their ideas about their organizations through the process of transference (Levinson, 1965), which means relationships occur through social exchanges that employees have with their organizations and when employees believe that the organization have a commitment on them, they also become committed to their organizations (Shore & Tetrick, 1991). It was stated that due to the nature of non-Western culture, Social Exchange Theory cannot be applied to it because in non-Western culture, the norm of reciprocity does not have an effect on attitudes and behaviors in workplace, instead role expectations plays a role to shape these behaviors and attitudes (Casimir et al., 2014). In organizational setting, employees' attitudes and work behaviors depend on their feelings of exchange and balance in their social relationships (Blau, 1964). If there is a balance in social exchanges, it makes workers more obligated to organizations and it reduces the negative consequences like turnover and low performance (Wayne et al., 1997).

That's why, especially two types of social exchange relationships have been the main focus in organizations: LMX and POS (Kim & Barak, 2015; Eisenberger et al., 1986; Wayne et al., 1997). The difference between LMX and POS is LMX depends on the quality of relationship between the leader and the follower (Ertürk, 2014), so it involves a direct social exchange because a leader directly provides an exchange to the employee (Casimir et al., 2014). However, POS depends on the quality of relationship between employees and organization itself (Ertürk, 2014), so it gives an indirect social exchange because the exchange is between the employee and the organization (Casimir et al., 2014). LMX is highly associated with managers' feelings and expectations towards their subordinates, but POS is related to opportunities to improve and promotions within the organization (Wayne et al., 1997). Also, fulfilling duties for the supervisor are related to LMX while affective organizational commitment is related to POS. (Wayne et al., 1997).

Even though they are two different social concepts, they are scientifically related but if LMX leads to POS or vice versa is still unclear (Wayne et al., 1997). Leaders who provide their employees with high LMX also give high perceived organizational support (POS) to their subordinates (Erdoğan & Enders, 2007). It is because of the fact that POS is affected by the rewards given as a result of a good job performance (Eisenberger et al., 1996), and usually, leaders are in charge of these rewards, so leaders may indirectly increase the support that employees feel by giving to them rewards (Wayne et al., 1997). Also, leaders are seen as the representation of the organization by employees and their actions are considered as organization's action (Eisenberger et al., 2014; Levinson, 1965). Therefore, high level of LMX causes the high level of POS (Credo, Armenakis, Field, & Young, 2010; Kossek, Pichler, Bodner, & Hammer, 2011; Sluss, Klimchak, & Holmes, 2008). However, POS may also lead to LMX. When leaders have high expectations of their employees and provide them support, this may give rise to high level of exchange between the leader and the subordinate (Liden, Wayne & Stinwell, 1993). When organizations

give their employees equitable rewards, the opportunity to participate in decision-making, and the opportunity to share information, employees believe that organizations value and care their employees (Rhoades & Eisenberger, 2002). If employees do not receive these opportunities, they do not feel their socio-emotional needs are met, so they do not feel any support. As a result, they do not feel they are spending time with their supervisors and they do not feel any social relationship with them, so they report low LMX relationship (Ertürk, 2014). When employees feel they are supported, they repay this favor with the increase in performance and effort, and supervisors repay that hard work and effort by creating a high level of exchange relationship (Maslyn & Uhl-Bien, 2001). Therefore, there is a reciprocal relationship between LMX and POS (Wayne et al., 1997; Wayne et al., 2002).

Most of the past studies examined factors that influence OC and it was found that job characteristics, personal needs, and job satisfaction are the antecedents for organizational commitment (Kemp, Kopp, & Kemp, 2013). LMX is also another antecedent that influences organizational commitment (Joo, 2010). One study found that managers have an influence on employees for two reasons (Noe, Hollenbeck, Gerhart, & Wright, 2005). Firstly, when employees share the same values, attitudes, and beliefs with their managers, they become more obligated to their managers. Secondly, when managers provide a social support and a caring work environment, employees become more committed towards their managers. Employees who have high LMX relationship with their managers gains more support, opportunities, and they become more involved in taking decisions (Graen & Scandura, 1987; Kraimer, Wayne, & Jaworski, 2001; Liden & Graen, 1980). As a result, when they work together with their managers, they earn their managers' approval and confidence, and they give more effort to achieve organizational goals (Sparrowe & Liden, 1997; Wayne et al., 1997). This collaboration between employees and managers lead to positive effect on employees' organizational commitment (Hofmann, Morgeson, & Gerras, 2003). Especially, LMX and affective commitment is one of the most

frequently studied topics (Liden et al., 2000; Wayne, Coyle-Shapiro, Eisenberger, Liden, Rousseau, & Shore, 2009), because it is mostly associated with high performance, and less absenteeism and turnover (Klein, Becker, & Meyer, 2009; Meyer & Allen, 1997). Also, Meyer (2009) indicated that organizational commitment influences employees' physical and psychological states, so the link between affective commitment and LMX leads some strong implications in terms of employees' and organizations' well-being (Eisenberger et al., 2010). Reciprocity norm plays important role in this high LMX and affective commitment relationship (Eisenberger et al., 1986; Tsui, Pearce, Porter, & Tripoli, 1997). When employees receive favorable treatment including more positive and caring working environment by their managers, they feel obligation, and with this feeling of obligation, they want to return the favor resulting in increasing in affective commitment (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001; Tsui et al., 1997). In addition to that employees have such needs like approval, esteem, affiliation, and socio-emotional support, and when organization fulfill those socio-emotional needs of employees, they start to identify themselves with the organization which leads to increase in affective commitment (Eisenberger et al., 2010). When employees' socio-emotional needs are met by the managers, their feeling of organizational membership becomes more associated with their social identity rather than with their personal identity, and they become more affectively committed to their organizations (Eisenberger et al., 1986; Meyer, 2009).

POS is also one of the antecedents that affect organizational commitment (Rhoades, Eisenberger, & Armeli, 2001). When employees perceive support from the organization, they become more obligated to help organizations to achieve their goals (Eder & Eisenberger, 2008). With the feeling of obligation, employees have strong belief in organizations' prosperity and they work to maintain it, and also they show their gratitude by showing more commitment (Eisenberger et al., 1986; Shore & Wayne, 1993). Moreover, employees become more affectively committed to their

organizations if they believe the organization is supportive and mindful towards them because that support and care meets employees' need for affiliation, and as a result employees feel they belong to the organization (Casimir et al., 2014). Furthermore, these employees try to work harder by searching for ways to work more efficiently, and even if they do not receive any rewards, they involved in solving organizations' problems voluntarily (Fuller, Hester, Barnett, Frey, & Relyea, 2006).

Another explanation for the relationship between POS, LMX, and commitment is that LMX and POS may have an interaction effect on commitment. The reason for that is if one of them is low level, even if the other is high, the possibility of having affective commitment may decrease (Casimir et al., 2014). In an unsupportive environment, it may not be likely to become emotionally committed to organizations even if there is a high quality LMX relationship because in the case of low POS, employees do not feel happy being a member of the organization, so a supportive and caring leader may not be perceived as a part of organization, instead the leader may be seen as an abnormality in a poor work environment (Casimir et al., 2014). On the other hand, high level of support perceived from the organization is also not enough to create an emotional attachment if there is no high quality LMX relationship because the leader has a strong effect on the experiences of employees in the organization (Landry & Vandenberghe, 2009). When employees have a low quality LMX relationship with their leaders, employees will have undesirable work experiences, so it may not be possible to establish an emotional bond with the organization (Casimir et al., 2014). On the contrary, in the case of both high LMX and high POS, employees perceive both their leaders and organization in a favorable way, so employees feel the sense of belongingness and they are socially identify themselves with the organization (Tajfel, 1981) because they internalized the values of the organization (Van Dick et al., 2004).

1.7. Culture, Power, LMX, POS, and Organizational Commitment

Individualism-collectivism and power distance are two stronger predictors in cross-cultural leadership studies, and also in business and organizational studies (Jaramillo, Mulki, & Marshall, 2005; Ng, Koh, Ang, Kennedy, & Chan, 2011). The view of power differs in terms of cultural differences. In Western cultures, the typical understanding of power is more about freedom from external limitations and also, it is related with achieving personal desire (Zhong, Galinsky, Magee, & Maddux, 2009). Non-western cultures, on the other hand, powerful people are faced with more constraints and because they are expected to show responsibility towards other people (Zhong et al., 2009). Western cultures tend to focus on “reward” part of the power which means they only want power to achieve more reward, whereas non-Western cultures focus on “responsibility” part which means they need power to become more responsible for others (Zhong, et al., 2009). Moreover, punishment and power was found to be positively related (Hunt & Nevin, 1974; Lusch & Brown, 1982), and this relationship was mostly found in Far East, and South Asia (Zhuang, Herndon, & Zhou, 2006).

LMX is also one of these issues (Anand, Hu, Liden, & Vidyarthi, 2011). The relationship between culture influence and LMX has been studied by various researchers over the years, especially on Western cultures which are individualist and low power distant (House, Hanges, Javidan, Dorfman, & Gupta, 2004; Triandis, 2004), but it was observed that less research has been done on non-Western culture and other similar cultures which are more collectivistic and high power distant (Anand et al, 2011). It was found that LMX is positively related job satisfaction, and weakly associated with turnover intentions in the United States (Francis, 2010; Pillai, Scandura, & Williams, 1999), but another study showed that this kind of a relation between LMX and job satisfaction does not exist in China (Kim, Choi, Knutson, & Borchgrevink, 2017), and there is not any association between LMX and turnover

intentions in India (Mehta, 2009). More specifically, people in HI cultures have an independent view of self, they are mostly concern with their own goals, and their social relationship depends on how other people treat them (Singelis, Triandis, Bhawuk, & Gelfand, 1995). People consider themselves as equal to others (Shavitt, Lalwani, Zhang, & Torelli, 2006), and they do not try to reach high status (Koerner & Fujiwara, 2000), so personal relationships is the most important factor to change the view towards authority (Dickson, Den Hartog, & Mitchelson, 2003). In social relationships, managers are expected to be consultants for their subordinates, so it is more effective when leaders become supportive rather than being directive (Khatri, 2011). Also, for the members of HI cultures, personal relationship with their leaders is important because it changes their behaviors and attitudes depending on the treatment they get from their managers (Triandis & Gelfand, 1998; Farh, Hackett, & Liang, 2007). Therefore, HI societies are expected to have high LMX relationship (Rockstuhl et al., 2012). However, VC societies is interdependent with their in-groups (Triandis, 1995), and because of the high power distance, they have great respect for authority (Shavitt et al., 2006). Therefore, not personal relationships, but role-based relationship are effective in social relations (Dickson et al., 2003). Also, in VC cultures, there is a hierarchy in relationships because although they see themselves in a group, in terms of status members differs from each other and it leads to inequality among in-groups (Khatri, 2011; Koerner, & Fujiwara, 2000). Because of the inequality in terms of power, exchange between manager and follower have different characteristic compared to HI cultures (Khatri, 2009). In VC cultures, leaders are expected to be decisive because of their status, knowledge, and competencies (Khatri, 2011). Also, social relationships include emotions and affect, and managers are expected to care and protect their subordinates. In exchange, subordinates show great loyalty and respect towards their managers (Pellegrini & Scandura, 2006). As a result, members of VC culture do not change their behaviors and attitudes in work even though they do not get any help and support from their leaders, (Chen, Friedman, Yu, Fang, & Lu, 2009), so it is also possible to see a

weaker effect of LMX in VC societies and other collectivistic societies (Rockstuhl et al., 2012).

POS also varies depending on culture. Because of their associative relationship, receiving organizational support from organization is important for employees in a collectivistic society (Chiaburu et al., 2015; Eisenberger, Jones, Aselage, & Sucharski, 2004). When they receive more support from their organization, they feel obligated that they should make more effort to their work (Paine & Organ, 2000). However, it was also stated that in collectivist societies, people will not leave their organization even if they do not get any beneficial and supportive treatment because of their loyalty (Cheng & Stockdale, 2003; Triandis, 1995), so it can be said that POS will not be important for people in collectivist societies.

Cross-cultural studies on organizational commitment have increased in number in recent years due to the growing awareness of cultural influences on job outcomes (Cheng & Stockdale, 2003; Hofstede, 1980). As a construct, organizational commitment is mostly examined among Western societies, so if it can be generalized to other non-Western societies is still not clear (Yousef, 2003). A few study found that organizational commitment shows different characteristics depending on the culture (Al-Meer, 1995; Ibrahim & Rue, 1994; Near, 1989). It was stated that organizational commitment studies in non-Western societies should be done to deeply understand the concept of commitment (Yousef, 2003), because it was argued that findings on commitment in Western societies cannot be applied to non-Western cultures (Cohen & Gattiker, 1992). According to Abraham (1997), collectivism and organizational commitment is positively related, because employees in a collectivistic culture identify themselves with the organization itself, so they tend to make more sacrifice for the organization, and they tend to do more what they are expected to do in their job. On the other hand, individualism is associated with more freedom and self-independence, so people in individualistic cultures think their

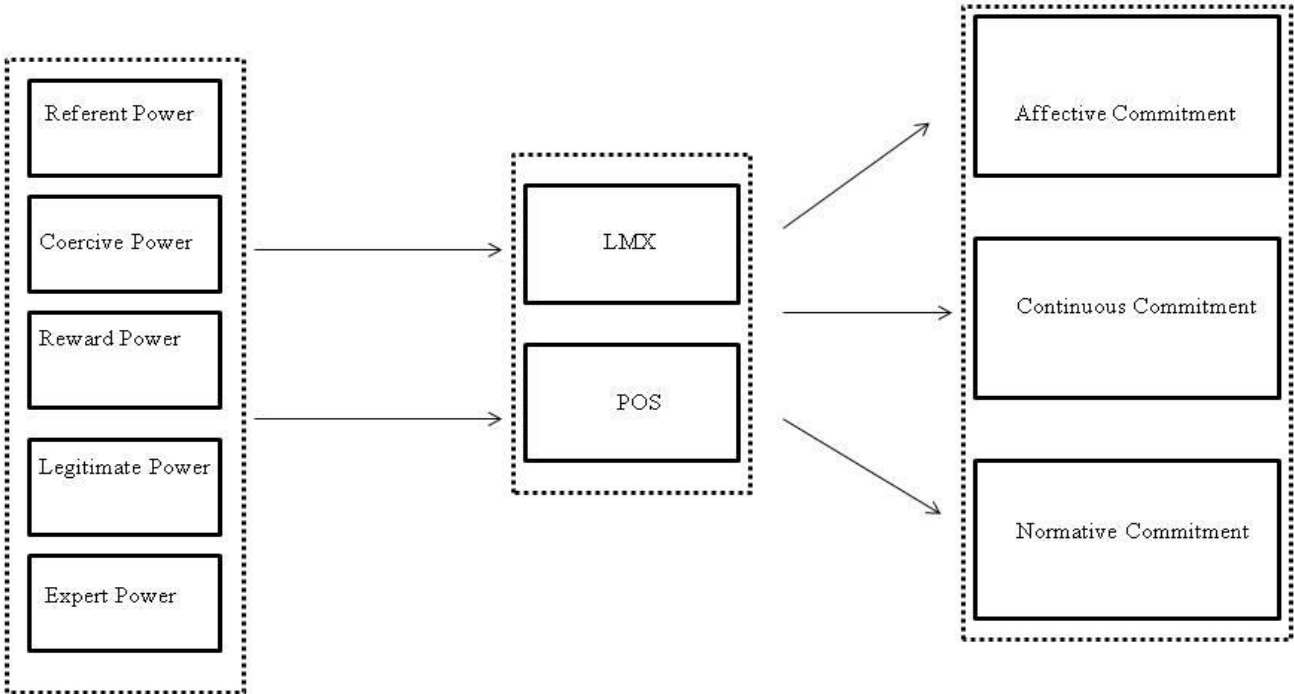
organizational autonomy as an obstacle, and as a result they do not feel any commitment towards their organization (Froese & Xiao, 2012). According to Randall (1993), affective commitment is common in individualistic cultures with less authority because when people feel more autonomy and freedom, their view of organization becomes more emotional. Moreover, because normative commitment is the moral loyalty towards the organization (Meyer & Allen, 1991), it is connected to collectivistic cultures due to nature of the culture. Individuals in collectivistic cultures value their group identity (Randall, 1993) and people tend to be influenced by other members in such cultures (Brislin, 2000), so people may show more normative commitment in collectivistic cultures (Randall, 1993). Moreover, people in collectivistic cultures will remain in the organization no matter how they feel because their obligation towards organization comes from their obligation to the norms (Cheng & Stockdale, 2003). Those people also work for their leaders although they do not see any benefit from their leaders and organization in return (Triandis, 1995), so their normative commitment will be high (Cheng & Stockdale, 2003). Randall (1993) stated that individualism and continuance commitment is positively related constructs because both of them focus on instrumental outcomes and benefits resulting from a specific behavior. Therefore, continuance commitment is mostly seen among employees in individualistic cultures.

1.8. Goals of the study

As it was mentioned before, power and power relations is an important factor to understand relationship between managers and their subordinates, because it affects the outcomes of work negatively or positively depending on the nature of relationship. Culture also has an influence on the view of power, so different cultures shows different relations between managers and their followers. The relationship between these two social relations which are LMX and POS are also still unclear, so further investigation is needed. In the current research, the relationship between

power factors, LMX and POS relationship between manager, organization and employees, and commitment have been thoroughly examined. In this study the dynamics between LMX and POS are also aimed to find. Moreover, how power changes social relationship was examined, and also how the type of culture is related to social relations and changes these relations was investigated. Research model is given on Figure 1.1

Figure1.1: Research Model



CHAPTER 2 –METHOD

2.1. Participants

A total of 377 respondents participated in the study; however, only 208 responses were usable. Participants are between the ages of 21 and 61, with a mean age of 42.37 ($SD=.60$).

A large segment of participants are females 63% ($n=131$). Only 35.6% ($n=74$) of the participants stated their gender as male. Three of the participants selected not to declare their gender. Among the participants, 64.9% ($n=135$) are university graduates, 29.8% ($n=30$) have a higher education degree (Master's, Ph.D.), and 5.3% ($n=11$) are high school graduates.

Respondents participated in the study from different cities. A large group of respondents are from İstanbul (55.8%, $n=116$), followed by Adana with 20.2% ($n=42$), Ankara with 4.8% ($n=10$), and Antalya representing 3.9% ($n=8$) of the participants.

Participants in the study are white-collar workers who are currently employed in education ($n=39$), health industry ($n=30$), textile industry ($n=25$), computer sciences ($n=16$), and various other sectors such as advertisement, tourism, and construction ($n=98$). Most of the participants are either managers/supervisors ($n=48$) or professional non-managerial employees ($n=54$). Some of the other work roles represented in the sample are managerial support ($n=19$), educator ($n=15$), and salesperson ($n=9$). High-ranking jobs represent 33.6% ($n=70$) of the sample versus low-ranking jobs which represent 66.4% ($n=138$).

People who work in an organization with (perceived) relatively flat hierarchy represent 41.3% ($n=86$) of the sample whereas 56.7% ($n=118$) of the participants

have expressed working in an environment with tall hierarchy. Four of the participants did not provide a response to this question in the survey.

2.2. Materials

2.2.1. New Power Scale

This self-report instrument (Hinkin & Schriesheim, 1989) measures the bases of power leaders use against their employees. The scale has five components, labeled as referent power, coercive power, reward power, legitimate power, and expert power. The measure consists of 20 items rated on a 5-point Likert scale. Since there was no standardized Turkish version of the scale, its adaptation was carried out by the author. Firstly, the items were translated into Turkish by two native Turkish speakers and were compared for consistency. The finalized form was back translated into English independently, both by a Turkish translator and by a native English speaker. Two versions of the final items were compared once again to give the scale its final form. Turkish and English versions of the scale can be found in Appendix C and Appendix D, respectively.

2.2.2. Organizational Commitment Scale (OCS)

The scale developed by Meyer and Allen (1997) was used to measure the level of organizational commitment among employees. The scale has a total of 32 items (7-point Likert type), which measure three components: affective commitment, continuance commitment, and normative commitment. A higher score indicate a higher level of commitment of an employee. Turkish standardization of the scale was

conducted by Wasti (1999). Original and adapted items of the scale can be found in Appendices E and F.

2.2.3. Perceived Organizational Support Scale (POSS)

This scale was designed to measure the level of the support employees perceive to receive from their organizations (Eisenberger, Huntington, Hutchison, & Sowa, 1986). It consists of 36 items administered with a 7-point Likert type measure. The scale has a subscale which consists of 8 items and this short version was used in this study. Higher scores show a high level of organizational support. For Turkish version, the scale which was translated by Erdoğan (B. Erdoğan, personal communication, March 22, 2018) was used in this study. Both English and Turkish version of the scale can be found in Appendix G and Appendix H.

2.2.4. Leader-Member Exchange (LMX) Scale

This scale has 11 items, which are rated with a 5-point Likert scale (Liden & Maslyn, 1998), and it measures four dimensions of exchange: affect (3 items), loyalty (3 items), contribution (2 items), and professional respect (3 items). Scores indicate the quality of the relationship between the leader and the follower, a higher score reflecting a better quality relationship. For Turkish version, the version which was used by Aslan and Özata (2009) was also used in this study. Items used in the English and Turkish versions can be found in Appendix I and Appendix J, respectively.

2.2.5. Individualism/Collectivism Scale

Individualism/Collectivism Scale is a self-report instrument developed by Singelis et al. (1995) and it measures the level of individualism and collectivism of an

individual, by taking into account their vertical/horizontal value inclinations. Therefore, respondents are grouped into one of the four categories, which are vertical/horizontal individualism, and vertical/horizontal collectivism. The measure includes 32 items and participants are asked to rate each item using a 9-point Likert scale. Turkish adaptation of this scale was completed by Wasti and Erdil (2007) and this version includes 37 items. Appendix K and Appendix L show the two versions of the scale. The sample in this study scored high both on individualism (M=6.96) and collectivism (M=6.62), reflecting the hybrid properties of the Turkish culture.

2.3. Procedure

2.3.1. Human Participant Research Ethics Committee Approval

Prior to data collection, an ethics committee approval was received from the Ethical Committee of Psychology Department of İstanbul Bilgi University. The approval was issued on the 10th of July, 2018 (number 2018-20024-79). The approval form can be found in the Appendix K.

2.3.2. Data Collection

The study was announced to potential participants via emailing. The link to the online survey was included in the emails which summarized the goals of the study. On the first page, participants were shown a form which included information about the current study and about the requirement for a signed consent to participate in the study. Those who declined to participate in the study were directed to a ‘thank you’ page. Those who accepted to participate in the study by signing the consent

form were directed to pages that included questions about demographic information, and the surveys for power, commitment, perceived organizational support, LMX, and individualism/collectivism. Except for demographic information, questions on each survey page were shown in a randomized order for different participants. Names or any other type of identification of the participants were not required and all responses were kept anonymous. All procedure lasted 20 minutes on average. Participants come from a convenience sample of white-collar employees.

2.3.3. Data Analysis

SPSS Statistics 22 software was used to analyze the data. Firstly, descriptive statistics were calculated. Followingly, separate factor analyses were conducted in order to see the factor structure of the scales. Internal reliability analyses were run separately for each scale (Cronbach's alpha). Pearson correlation coefficients were run to observe the basic relationships among the study variables. For more detailed examinations, mediation analyses and a moderated mediation analysis were conducted.

CHAPTER 3 – RESULTS

3.1. Factor Analyses of Questionnaires

In all factor analyses, Principal Axis Factor Analysis with Direct Oblimin rotation was used to extract the structures of the questionnaires. The below paragraphs provide the details of the factor structure of each scale and the results from the reliability analyses.

3.1.1. New Power Scale Turkish Version

The original Power Scale has 20 items and it indicates five sources of power, which are “referent”, “coercive”, “reward”, “legitimate”, and “expert” power. The initial analysis revealed four factors. As a result, the factor analysis was forced to extract all five factors. However, one item has been excluded from the analysis because it did not have sufficient loading. Table 3.1 shows the pattern matrix of the scale. The first factor is “referent” power (4 items) and it is responsible from 35.8% of the variance, followed by “coercive” power explaining 15.6% (4 items) of the variance. “Reward” power explains 10.3% (3 items), “legitimate” power 7.3% (4 items), and “expert” power 5% (4 items) of the variance. The internal consistency of the overall scale is .820 (separately for factors, “referent” = .917, “coercive” = .852, “reward” = .814, “legitimate” = .856, and “expert” = .880).

Table 3.1.: Factor results of the Power Scale

	Factor Loading	Eigen Values	Total Variance Explained	Cronbach Alpha	<i>M</i>	<i>SD</i>
Scale Total			74.054	.820	3.622	11.737
Factor 1= Referent Power (4 items)		7.168	35.838	.917	3.656	4.401
5-Amirim bana kendimi önemli hissettirebilir.	.820					
18- Amirim bana kendimi değerli hissettirebilir.	.817					
15-Amirim bana, beni onayladığımı hissettirebilir.	.784					
11-Amirim beni kabul edilmiş hissettirebilir.	.773					
Factor 2= Coercive Power (4 items)		3.128	15.640	.852	3.492	4.706
7- Amirim işimi zorlaştırabilir.	.905					
10- Amirim işte olmayı tatsız hale getirebilir.	.874					
2- Amirim buradaki işleri hoş olmayan hale getirebilir.	.767					
19- Amirim bana işle ilgili istenmeyen görevler verebilir.	.548					
Factor 3= Reward Power (3 items)		2.055	10.274	.814	3.374	3.614
17- Amirim maaş artışımı etkileyebilir.	.995					
1- Amirim maaş düzeyimi arttırabilir.	.864					
13- Amirim benim terfi edilmemi etkileyebilir.	.520					
Factor 4= Legitimate Power (4 items)		1.465	7.323	.856	3.914	3.543
12- Amirim bana yerine getirmem gereken sorumluluklarım olduğu hissini verebilir.	-.859					
6-Amirim, bana iş gereksinimlerini yerine getirmem gerektiğini hissettirebilir.	-.801					
9- Amirim yerine getirmem gereken görevlerim olduğunu fark etmemi sağlayabilir.	-.714					
4- Amirim bana yerine getirmem gereken taahhütlerim olduğunu hissettirebilir.	-.684					

	Factor Loading	Eigen Values	Total Variance Explained	Cronbach Alpha	<i>M</i>	<i>SD</i>
Factor 5= Expert Power (4 items)		.996	4.979	.880	3.607	4.219
8- Amirim bana ihtiyacım olan teknik bilgiyi sağlayabilir.	.817					
14- Amirim bana yararlı teknik bilgi verebilir.	.735					
16- Amirim bana işle ilgili sağlam tavsiyeler verebilir.	.558					
3- Amirim benimle önemli deneyimlerini ve eğitimlerini paylaşabilir.	.404					

3.1.2. Organizational Commitment Turkish Scale

The original scale has three factors, which are “affective commitment”, “continuous commitment”, and “normative commitment”. However, the initial analysis in this study has revealed five factors. Therefore, factor analysis was forced to extract three factors. Five items from the 32 items of the original Organizational Commitment Scale were excluded due to insufficient loadings and the scale was reduced to 27 items. Table 3.2 shows the pattern matrix of the scale.

The results from the factor analysis showed that factors were largely consistent with the original form, but four questions were found to load onto a different factor. Three items which originally belong to normative commitment (“Bu firma benim sadakatimi hak ediyor.”, “Bu firmaya gönül borcu hissediyorum.”, and “Firmama çok şey borçluyum.”) were found to belong to the first factor in the current analysis, which represents affective commitment. The rearrangement of these items is acceptable as the statements used in these questions may be interpreted as reflections of employees’ emotional bond to the organization. Thus, they were included in the affective commitment. In addition, one of the items from the continuous commitment

dimension (“İstesem de şu anda firmamdan ayrılmak benim için çok zor olurdu.”) was found load onto normative commitment. It appears that participants have interpreted this item (more specifically, the word “zor”) as a normative statement instead of associating it with difficulties of leaving a job.

The first factor, affective commitment has 12 items and it explains 38.7% of the variance. The second factor, continuous commitment, is responsible from 14.6% (8 items) of the variance and, finally, the normative commitment factor explains approximately 4.5% (7 items) of the remaining variance. Cronbach’s alpha results for the scales are .94 for affective commitment, .78for continuous commitment, and .88 for normative commitment.

Table 3.2.: Factor results of the Organizational Commitment Scale

	Factor Loading	Eigen Values	Total Variance Explained	Cronbach Alpha	<i>M</i>	<i>SD</i>
Scale Total			57.800	.924	3.736	30.772
Factor 1= Affective Commitment (12 items)		4.168	38.743	.935	3856	18.047
16- Bu firmanın bir çalışanı olmanın gurur verici olduğunu düşünüyorum.	.908					
1- Meslek hayatımın kalan kısmını bu firmada geçirmek beni çok mutlu eder.	.859					
8-. Bu firma benim sadakatimi hak ediyor.	.827					
3- Buradaki işimi kendi özel işim gibi hissediyorum.	.777					
19- Bu firmanın amaçlarını benimsiyorum.	.736					
16- Bu firmanın bir çalışanı olmanın gurur verici olduğunu düşünüyorum.	.908					
23- Bu firmanın meselelerini gerçekten kendi meselelerim gibihissediyorum.	.608					

	Factor Loading	Eigen Values	Total Variance Explained	Cronbach Alpha	<i>M</i>	<i>SD</i>
13- Kendimi firmamda ailenin bir parçası gibi hissetmiyorum	-.574					
27- Bu firmanın benim için çok kişisel (özel) bir anlamı var.	.563					
25- Firmama karşı güçlü bir aidiyet hissim yok.	-.562					
18- Firmama çok şey borçluyum.	.562					
30- Bu firmaya kendimi duygusal olarak bağlı hissetmiyorum.	-.534					
<hr/>						
	Factor Loading	Eigen Values	Total Variance Explained	Cronbach Alpha	<i>M</i>	<i>SD</i>
Factor 2= Continuous Commitment (8 items)		3.942	14.601	.782	3.729	9.866
<hr/>						
22- Bu firmayı bırakmayı düşünemeyecek kadar az iş seçeneğim olduğunu düşünüyorum.	.663					
9-Şu anda firmamdan ayrılmak istediğime karar versem hayatımın çoğu alt-üst olur.	.628					
32-Başka bir işyerinin buradan daha iyi olacağını garantisiz yok, burayı hiç olmazsa biliyorum.	.613					
14-Zaman geçtikçe mevcut firmamdan ayrılmanın zorlaştığını hissediyorum.	.498					
15- Eğer bu firmaya kendimden bu kadar çok vermiş olmasaydım başka yerde çalışmayı düşünebilirdim.	.482					
5-Bu firmadan ayrılmanın olumsuz sonuçlarından biri alternatif işlerin olmamasıdır.	.457					
29-Bu işyerinden ayrılıp başka bir yerde sıfırdan başlamak istemezdim.	.417					
7-Yeni bir işyerine alışmak benim için zor olur.	.413					
<hr/>						
Factor 3= Normative Commitment (7 items)		1.203	4.456	.875	3.473	10.531
<hr/>						
16- Mevcut firmamdan ayrılıp birlikte çalıştığım insanları yarı yolda bırakmak istemem.	-.837					
28- Benim için avantajlı olsa da şu anda firmamdan ayrılmanın doğru olmadığını hissediyorum.	-.644					

	Factor Loading	Eigen Values	Total Variance Explained	Cronbach Alpha	<i>M</i>	<i>SD</i>
26- İstesem de şu anda firmamdan ayrılmak benim için çok zor olurdu.	-.531					
20- Biraz daha fazla para için mevcut işyerimi değiştirmeyi ciddi olarak düşünmezdim.	-.472					
12- Bu firma sayesinde ekmek parası kazanıyorum, karşılığında sadakat göstermeliyim.	-.449					
24-Firmam maddi olarak zor durumda olsa bile onu asla bırakmam.	-.412					

3.1.3. Perceived Organizational Support Scale Turkish Version

Perceived Organizational Support Scale originally has a single factor, which was also confirmed by the current study. The factor explains 81.5% of the variance and has a Cronbach's alpha of .97 ($M= 4.10$, $SD= 13.97$). The items "Bu işletme benim harcadığım çabayı takdir eder", "Bu işletme bana değer verir", and "Bu işletme benim başarılarımla gurur duyduğunu hissettirir" had the highest loadings in the factor. The pattern matrix of the scale is shown in Table 3.3 below.

Table3.3.: Factor results of the Perceived Organizational Support Scale

	Factor Loading	Eigen Values	Total Variance Explained	Cronbach Alpha	<i>M</i>	<i>SD</i>
Scale Total			81.467	.966	4.101	1.995
Factor 1= Perceived Organizational Support (8 items)		6.517966	..	1.155
2- Bu işletme benim harcadığım çabayı takdir eder.	.952					
7- Bu işletme bana değer verir.	.948					
8- Bu işletme benim başarılarımla gurur duyduğunu hissettirir.	.941					
4- Bu işletme benim iyiliğimi ister.	.920					
6- Bu işletme benim çalışma memnuniyetimi umursar.	.907					
3- Bu işletme benim düşünce ve şikayetlerimi önemser.	.891					
1- Bu işletme benim katkılara değer verir.	.848					
5- Elimden gelen her şeyi yapsam bile bu işletme bunu fark etmez.	-.678					

3.1.4. LMX Scale Turkish Version

As with all other scales, principal axis factor analysis with direct oblimin rotation was used to analyze the eleven items of LMX scale. This scale originally has four factors (loyalty, affect, contribution, and professional respect) but it was found in the current study that all LMX items grouped together to create a robust single factor, with a high reliability score of .95. Therefore, a 10-item one-factor version of the LMX scale was used, after the exclusion of an item that did not have a sufficient loading. Table 3.4 shows the pattern matrix of the scale.

Table 3.4.: Factor results of the LMX Scale

	Factor Loading	Eigen Values	Total Variance Explained	Cronbach Alpha	<i>M</i>	<i>SD</i>
Scale Total			68.018	.947	3.233	10.678
Factor 1= LMX (10 items)		6.802947	..	
1- Bir birey olarak yöneticimi severim	.861					
3-Yöneticimle çalışmak oldukça keyif vericidir.	.856					
4-Başkaları tarafından aleyhimde davranışlar sözkonusu olduğunda, yöneticim beni savunur.	.852					
11-Yöneticimin mesleki becerisine hayranım.	.823					
6-Dürüstlük içinde bir hata yapacak olsam, yöneticimbaşkalarına karşı beni savunacaktır.	.805					
10-Yöneticimin işe ilişkin ve bilgisine ve yeteneğinesaygı duyarım.	.804					
9-Yöneticimin mesleğine ilişkin bilgisinden etkilenirim.	.804					
2-Yöneticim, herkesin arkadaş olarak isteyebileceğitürden bir insandır.	.778					
5-Yöneticim işle ilgili konularda, konu hakkında tam bir bilgisi olmasa dahi amirime karşı beni savunur.	.761					
7-İş tanımımnda yer alan görevlerden daha fazlasınıyöneticim için üstlenirim.	.675					

3.1.5. Individualism/Collectivism Scale Turkish Version

This scale originally has four factors, which are “horizontal individualism”, “horizontal collectivism”, “vertical collectivism”, and “vertical individualism”. However, it was found in the current study that a horizontal-vertical relationships distinction did not emerge and that factors could be reduced into two factors, namely, individualism and collectivism. Results for the 37 items of the Individualism/Collectivism scale showed that 12 items did not have sufficient

loadings and, thus, they were excluded from further analyses. The first factor, collectivism, is composed of 17 items and it explains 29.8% of the variance whereas the individualism factor, which has eight items, explains 18.4%. Table 3.5 displays the pattern matrix of the scale.

Table 3.5.: Factor results of the Individualism/Collectivism Scale

	Factor Loading	Eigen Values	Total Variance Explained	Cronbach Alpha	<i>M</i>	<i>SD</i>
Scale Total			48.111	.885	6.737	25.66
Factor 1= Collectivism (17 items)		7.439	29.758	.882	6.622	20.13
19-Kendi isteklerimden fedakarlık yapmak gerekirse de aileme bakmak benim görevimdir.	.723					
17- Anne-baba ve çocuklar mümkün olduğu kadar birlikte kalmalıdır.	.638					
5- Yakın çevremdekilerin birbiriyle uyumunu muhafaza etmek benim için önemlidir.	.618					
22- Yakın çevremde çoğunluğun isteklerine saygı gösteririm.	.608					
16- Ne fedakarlık gerekirse gereksin aile bireyleri birbirlerine kenetlenmelidirler	.606					
10- İş arkadaşlarımdan biri ödül kazansa gurur duyarım.	.602					
	Factor Loading	Eigen Values	Total Variance Explained	Cronbach Alpha	<i>M</i>	<i>SD</i>
25- Maddi güçlük içinde olan bir akrabama imkanlarım ölçüsünde yardım ederim.	.593					
29- Başkalarıyla işbirliği yaptığım zaman kendimi iyi hissedirim	.591					
14- Yakın çevremde kararlarına saygı göstermek benim için önemlidir.	.557					
8- İş arkadaşlarımdan iyiliği benim için önemlidir.	.551					
3- Yakın çevrem için kişisel çıkarlarımdan fedakarlık ederim.	.546					
28- Çok hoşuma giden bir şeyden ailem onaylamazsa vazgeçerim.	.534					

	Factor Loading	Eigen Values	Total Variance Explained	Cronbach Alpha	<i>M</i>	<i>SD</i>
1- Benim mutluluğum çevremdekilerin mutluluğuna çok bağlıdır.	.506					
7- Komşularıyla ufak tefek şeyleri paylaşmak hoşuma gider	.483					
37- Ailemi memnun edecek şeyleri nefret etsem de yaparım.	.454					
32- Çocuklara vazifenin eğlenceden önce geldiği öğretilmelidir.	.442					
Factor 2= Individualism (8 items)		4.588	18.353	.909	6.959	12.047
21- Ben başkalarından ayrı özgün bir bireyim.	-.875					
18- Başkalarından bağımsız bireysel kimliğim benim için çok önemlidir.	-.850					
20- Bireysel kimliğim benim için çok önemlidir.	-.846					
11- Özgün bir birey olmak benim için önemlidir.	-.797					
23- Kendine özgü ve başkalarından farklı olmaktan hoşlanırım.	-.779					
13- Çoğu zaman kendi bildiğim gibi yaşarım.	-.675					
31- İnsanlara açık ve dosdoğru konuşmayı tercih ederim.	-.585					
27- İnsan hayatını başkalarından bağımsız olarak yaşamalıdır.	-.539					

3.2. Intercorrelations among the Study Variables

Pearson correlations were run to examine the basic interrelationships among the study variables.

Referent power was strongly and positively correlated with affective commitment, $r(208)=.496$, $p<.001$. Referent power was also positively and significantly correlated with normative commitment $r(208)=.168$, $p<.005$. On the other hand, it was found to be significantly and negatively correlated with

continuance commitment, $r(208)=-.172$, $p<.005$. Referent power had strong and positive correlations both with perceived organizational support (POS), $r(208)=.580$, $p<.001$, and LMX, $r(208)=.570$, $p<.001$. Moreover, there was a positive relationship between referent power and the individualism scores, $r(208)=.217$, $p<.001$.

Coercive power was significantly and negatively correlated with affective commitment, $r(208)=-.491$, $p<.001$, and normative commitment, $r(208)=-.344$, $p<.001$. Coercive power was also negatively and significantly correlated with POS, $r(208)=-.499$, $p<.001$, and LMX $r(208)=-.459$, $p<.001$. These findings verify the negative effects of coercive power across different variables and outcomes.

Reward power was significantly and positively correlated with affective commitment, $r(208)=.183$, $p<.001$. Reward power was also positively and significantly correlated with normative commitment $r(208)=.185$, $p<.001$. Moreover, reward power was positively related to perceived organizational support (POS), $r(208)=.233$, $p<.001$, and LMX, $r(208)=.245$, $p<.001$. Reward power shows weaker correlations with affective commitment, POS, and LMX, compared to referent power.

Legitimate power was significantly and positively correlated with affective commitment, $r(208)=.223$, $p<.001$. Legitimate power was positively related to perceived organizational POS, $r(208)=.277$, $p<.001$. Furthermore, legitimate power was found to be positively correlated with LMX, $r(208)=.302$, $p<.001$. In addition, legitimate power was positively correlated with individualism, $r(208)=.172$, $p<.005$.

Expert power was significantly and positively correlated with affective commitment, $r(208)=.497$, $p<.001$. Expert power was also positively and significantly correlated with normative commitment $r(208)=.271$, $p<.001$. Additionally, expert power was positively related to perceived organizational support, $r(208)=.562$, $p<.001$, and LMX, $r(208)=.715$, $p<.001$. Moreover, expert power was positively related with individualism score, $r(208)=.218$, $p<.001$. Expert power shows strong

correlations with commitment outcomes and the mediator variables, at similar levels with referent power.

Among the commitment dimensions, affective commitment was found to be strongly and positively correlated both with POS, $r(208)=.799$, $p<.001$ and LMX, $r(208)=.649$, $p<.001$. Similarly, normative commitment was positively related both to perceived organizational support, $r(208)=.484$, $p<.001$, and LMX, $r(208)=.377$, $p<.001$, albeit at a moderate level. Perceived organizational support was significantly and positively correlated with collectivism, $r(208)=.178$, $p<.005$. LMX was significantly and positively correlated with individualism, $r(208)=.157$, $p<.005$. Although relatively weak, these latter correlations deserve further scrutiny.

On the other hand, affective commitment was found to be positively correlated with collectivism, $r(208)=.297$, $p<.001$. Normative commitment was found to be positively correlated with collectivism to a higher degree than affective commitment, $r(208)=.406$, $p<.001$ and negatively correlated with individualism, $r(208)=-.140$, $p<.005$. Similarly, continuous commitment was positively correlated with collectivism, $r(208)=.206$, $p<.001$ and negatively correlated with individualism, $r(208)=-.270$, $p<.001$.

Table 3.6.: Correlation table for main study variables

		Referent Power	Coercive Power	Reward Power	Legitimate Power	Expert Power	Affective Commitment	Continuance Commitment	Normative Commitment	POS	LMX	Collectivism	Individualism
Referent Power	Pearson Correlation Sig. (2-tailed)	1											
Coercive Power	Pearson Correlation Sig. (2-tailed)	-,235**	1										
		,001											
Reward Power	Pearson Correlation Sig. (2-tailed)	,208**	-,041	1									
		,003	,557										
Legitimate Power	Pearson Correlation Sig. (2-tailed)	,434**	,066	,227**	1								
		,000	,344	,001									
Expert Power	Pearson Correlation Sig. (2-tailed)	,677**	-,354**	,277**	,479**	1							
		,000	,000	,000	,000								
Affective Commitment	Pearson Correlation Sig. (2-tailed)	,496**	-,491**	,183**	,223**	,497**	1						
		,000	,000	,008	,001	,000							

		Referent Power	Coercive Power	Reward Power	Legitimate Power	Expert Power	Affective Commitment	Continuance Commitment	Normative Commitment	POS	LMX	Collectivism	Individualism
Continuance Commitment	Pearson Correlation	-,172*	-,080	,108	-,099	-,073	,147*	1					
	Sig. (2-tailed)	,013	,253	,122	,155	,295	,034						
Normative Commitment	Pearson Correlation	,168*	-,344**	,185**	,116	,271**	,666**	,507**	1				
	Sig. (2-tailed)	,015	,000	,008	,096	,000	,000	,000					
POS	Pearson Correlation	,580**	-,499**	,233**	,277**	,562**	,799**	,059	,484**	1			
	Sig. (2-tailed)	,000	,000	,001	,000	,000	,000	,397	,000				
LMX	Pearson Correlation	,570**	-,459**	,245**	,302**	,715**	,649**	-,076	,377**	,690**	1		
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,000	,275	,000	,000			
Collectivism	Pearson Correlation	,053	-,105	-,021	,013	,051	,297**	,206**	,406**	,178*	,099	1	
	Sig. (2-tailed)	,450	,132	,763	,851	,463	,000	,003	,000	,010	,154		
Individualism	Pearson Correlation	,217**	,039	-,074	,172*	,218**	,031	-,270**	-,140*	,109	,157*	,204**	1
	Sig. (2-tailed)	,002	,579	,291	,013	,002	,659	,000	,043	,117	,024	,003	

3.3. Mediation Analyses

Separate linear regression analyses were performed to test the mediation effects of POS and LMX, given the possibility that the part of the effects of bases of power on commitment are reflected via these two intervening variables which represent employees' perceptions regarding the quality of their social exchanges with their manager and the organization.

Mediation analyses were performed following the procedure described by Baron and Kenny (1986). As a first rule, to be able to conduct a mediation analysis, the independent variable should be correlated with the dependent variable. Secondly, the same independent variable should also predict the mediator variable. Thirdly, when the mediator variable is treated as an independent variable, it should predict the dependent variable as well. If these criteria are satisfied, the independent variable and the mediator variable may be analyzed together to see their effects on the dependent variable. If the effect of the independent variable is significant in the first step, but turns out to be non-significant during the last step while the mediator variable still predicting the dependent variable, it may then be labeled *full mediation*.

Table 3.7 shows regression analysis results for the mediation effects of POS and LMX on the relationships between bases of power and the two commitment outcomes, affective commitment and normative commitment. Continuous commitment was not included in the mediation tests due to having non-significant correlation with measures of bases of power (except for a negative relationship referent power, which may be ignored).

3.3.1. Mediation analyses using LMX

In terms of referent power, Model 1 and Model 2 showed that referent power had a significant effect on affective commitment ($\beta = .496$, $t(206) = 4.365$, $p = .00$), and on LMX ($\beta = .570$, $t(206) = 5.863$, $p = .00$). Model 3 showed LMX had also a significant effect on affective commitment ($\beta = .649$, $t(206) = 3.406$, $p = .001$). Model 4, the last requirement for the mediation effect, showed that referent power still had a significant effect on affective commitment ($\beta = .187$, $t(205) = 2.952$, $p = .004$), so it can be said that there is a direct effect of referent power on affective commitment. However, LMX partially mediates this relationship, as the direct effect of referent power on affective commitment is lower in magnitude in Model 4.

It was seen that coercive power had a significant negative effect on affective commitment ($\beta = -.491$, $t(206) = 21.245$, $p = .00$), and on LMX ($\beta = -.459$, $t(206) = 22.892$, $p = .00$). It was also seen that LMX had a significant effect on affective commitment ($\beta = .649$, $t(206) = 3.406$, $p = .001$). In Model 4, coercive power still had a significant effect on affective commitment ($\beta = -.246$, $t(205) = -4.283$, $p = .00$), albeit lower in magnitude.

Reward power was found to have comparatively a weaker, but nevertheless significant, positive relationship with affective commitment ($\beta = .183$, $t(206) = 10.143$, $p = .00$) and LMX ($\beta = .245$, $t(206) = 11.888$, $p = .00$). After taking into account the significant effect LMX has on affective commitment ($\beta = .649$, $t(206) = 3.406$, $p = .001$), Model 4 showed that reward power was no longer significant ($\beta = .025$, $t(205) = .459$, $p = .647$). LMX was still significantly related to affective commitment ($\beta = .642$, $t(205) = 11.718$, $p = .00$). Therefore, it can be said that LMX has a mediating role in the relationship between reward power and affective commitment.

There was a significant relationship between legitimate power and affective commitment ($\beta = .223$, $t(206) = 5.177$, $p = .00$). Also, legitimate power was

significantly related to LMX ($\beta = .302$, $t(206) = 5.785$, $p = .00$). The last step showed that legitimate power was not significantly related to affective commitment ($\beta = .030$, $t(205) = .533$, $p = .595$) while LMX was still significant ($\beta = .640$, $t(205) = 11.477$, $p = .00$). Therefore, LMX has a mediating role in the relationship between legitimate power and affective commitment.

Expert power and affective commitment were found to be significantly related ($\beta = .497$, $t(206) = 4.019$, $p = .00$). Expert power and LMX were also found to be significantly related ($\beta = .715$, $t(206) = 3.530$, $p = .001$). After taking into account the significant effect LMX has on affective commitment ($\beta = .649$, $t(206) = 3.406$, $p = .001$), Model 4 showed that expert power did not have a significant effect on affective commitment ($\beta = .067$, $t(205) = .884$, $p = .377$), but LMX still had a significant effect on affective commitment ($\beta = .600$, $t(205) = 7.907$, $p = .00$). Therefore, LMX assumes a mediation role in the relationship between expert power and affective commitment.

Leaving coercive power aside, which has a negative effect overall, these findings suggest that referent power is the only base of power to have a full direct effect on affective commitment. The effects of reward power, legitimate power, and expert power are all mediated by LMX.

Model 1 and Model 2 showed that referent power had a comparatively weak but significant effect on normative commitment ($\beta = .168$, $t(206) = 7.372$, $p = .00$), and a strong effect on LMX ($\beta = .570$, $t(206) = 5.863$, $p = .00$). Model 3 showed LMX had also a significant effect on normative commitment ($\beta = .377$, $t(206) = 5.597$, $p = .00$). Model 4 showed that referent power no longer had a significant effect on normative commitment ($\beta = -.069$, $t(205) = -.884$, $p = .378$), while LMX still had a significant effect on normative commitment ($\beta = .417$, $t(205) = 5.300$, $p = .00$). Therefore, it can be said that there is a mediation effect of LMX in the relationship between referent power and normative commitment.

It was observed that coercive power had a significant negative effect on normative commitment ($\beta = -.344$, $t(206) = 16.339$, $p = .00$), and on LMX ($\beta = -.459$, $t(206) = 22.892$, $p = .00$). It was also seen that LMX had a significant effect on normative commitment ($\beta = .377$, $t(206) = 5.597$, $p = .00$). In Model 4, coercive power still had a significant effect on affective commitment ($\beta = -.216$, $t(205) = -3.039$, $p = .003$), so the resulting model is not considered to be a full mediation.

Reward power was found to be significantly related to normative commitment ($\beta = .185$, $t(206) = 8.889$, $p = .00$) and LMX ($\beta = .245$, $t(206) = 11.888$, $p = .00$). Model 3 showed that LMX had a significant effect on normative commitment ($\beta = .377$, $t(206) = 5.597$, $p = .00$). Next, it was revealed in Model 4 that reward power was no longer significant ($\beta = .098$, $t(205) = 1.475$, $p = .142$), but that LMX was still significantly related to normative commitment ($\beta = .353$, $t(205) = 5.317$, $p = .00$). Therefore, it can be said that LMX has a mediating role in the relationship between reward power and normative commitment.

Expert power and normative commitment were found to be significantly related ($\beta = .271$, $t(206) = 5.808$, $p = .00$). Expert power and LMX was also significantly related with each other ($\beta = .715$, $t(206) = 3.530$, $p = .001$). Taking into account the positive effect of LMX had on normative commitment ($\beta = .377$, $t(206) = 5.597$, $p = .00$), Model 4 showed that expert power did not have a significant effect on normative commitment ($\beta = .003$, $t(205) = .033$, $p = .973$). LMX remained to have a significant effect on normative commitment ($\beta = .375$, $t(205) = 4.048$, $p = .00$). Therefore, LMX has a strong mediation role in the relationship between expert power and normative commitment.

Because the direct effects of bases of power on normative commitment are mediated by LMX, it can be argued that power and exchange dynamics between managers and subordinates operate interactively to lead to normative commitment.

3.3.2. Mediation Analyses using POS

Referent power had a significant effect on affective commitment ($\beta = .496$, $t(206) = 4.365$, $p = .00$), and it also had a significant effect on POS ($\beta = .580$, $t(206) = 2.136$, $p = .034$). Model 3 showed POS had also a significant effect on affective commitment ($\beta = .799$, $t(206) = 6.438$, $p = .00$). Model 4 showed that referent power did not have a significant effect on affective commitment ($\beta = .049$, $t(205) = .947$, $p = .345$), but POS still had a significant effect on affective commitment ($\beta = .771$, $t(205) = 14.988$, $p = .00$), so POS acts as a mediator between referent power and affective commitment..

Coercive power and affective commitment were found to be significantly related ($\beta = -.491$, $t(206) = 21.245$, $p = .00$), and coercive power and POS were also found to be significantly related ($\beta = -.499$, $t(206) = 20.313$, $p = .00$). It was also seen that POS had a significant effect on affective commitment ($\beta = .799$, $t(206) = 6.438$, $p = .00$). In Model 4, coercive power still had a significant but less negative effect on affective commitment ($\beta = -.124$, $t(205) = -2.596$, $p = .01$).

It was observed that reward power had a significant effect on affective commitment ($\beta = .183$, $t(206) = 10.143$, $p = .00$) and POS ($\beta = .233$, $t(206) = 8.479$, $p = .00$). Model 3 showed that POS had a significant effect on affective commitment ($\beta = .799$, $t(206) = 6.438$, $p = .00$). The last step showed that reward power was no longer significant ($\beta = -.004$, $t(205) = -.085$, $p = .932$), but POS was still significantly related to affective commitment ($\beta = .800$, $t(205) = 18.532$, $p = .00$). Therefore, it can be said that POS mediates the relationship between reward power and affective commitment.

There was a significant relationship between legitimate power and affective commitment ($\beta = .223$, $t(206) = 5.177$, $p = .00$). Also, legitimate power was significantly related to POS ($\beta = .277$, $t(206) = 3.744$, $p = .00$). The next step showed that POS had a significant effect on affective commitment ($\beta = .799$, $t(206) = 6.438$,

$p = .00$). Model 4 showed that legitimate power was not significantly related to affective commitment ($\beta = .001$, $t(205) = .027$, $p = .978$) while POS was still significant ($\beta = .799$, $t(205) = 18.283$, $p = .00$), so POS acts as a mediator between legitimate power and affective commitment.

Expert power were found to be significantly related to affective commitment ($\beta = .497$, $t(206) = 4.019$, $p = .00$). Expert power and POS were also found to be significantly related ($\beta = .562$, $t(206) = 2.083$, $p = .038$). Moreover, POS had a significant effect on affective commitment ($\beta = .799$, $t(206) = 6.438$, $p = .00$). The last step of analysis showed that expert power did not have a significant effect on affective commitment ($\beta = .070$, $t(205) = 1.383$, $p = .168$), but POS still had a significant effect on affective commitment ($\beta = .760$, $t(205) = 15.046$, $p = .00$). Therefore, POS has a strong mediation role between expert power and affective commitment.

Because the direct effects of bases of power on affective commitment are mediated by POS, it can be argued that power and organizational support between managers and subordinates operate interactively to lead to affective commitment. Although the direct negative effect of coercive power on affective commitment remains, POS emerge as a buffering mechanism to suppress this negative effect.

Referent power had a significant effect on normative commitment ($\beta = .168$, $t(206) = 7.372$, $p = .00$), and on POS ($\beta = .580$, $t(206) = 2.136$, $p = .034$). Model 3 showed POS had also a significant effect on normative commitment ($\beta = .484$, $t(206) = 7.576$, $p = .00$). Model 4 showed that referent power did not have a significant effect on normative commitment ($\beta = -.170$, $t(205) = -2.297$, $p = .023$), so it can be said that there is a mediation effect of POS in the relationship between referent power and normative commitment.

Coercive power had a significant effect on normative commitment ($\beta = -.344$, $t(206) = 16.339$, $p = .00$), and it was also significantly related to POS ($\beta = -.499$, $t(206) =$

20.313, $p=.00$). It was also seen that POS had a significant effect on normative commitment ($\beta= .484$, $t(206)= 7.576$, $p= .00$). In Model 4, coercive power did not have a significant effect on normative commitment ($\beta= -.136$, $t(205)= -1.952$, $p=.052$), so there is a there is a mediation effect of POS in this relationship.

Reward power was found to be significantly related to normative commitment ($\beta= .185$, $t(206)= 8.889$, $p= .00$) and POS ($\beta= .233$, $t(206)= 8.479$, $p= .00$). It was shown that POS had a significant effect on normative commitment ($\beta= .484$, $t(206)= 7.576$, $p= .00$). The last step showed that reward power was no longer significant ($\beta= .076$, $t(205)= 1.210$, $p= .228$), but POS was still significantly related to normative commitment ($\beta= .466$, $t(205)= 7.449$, $p= .00$). Therefore, it can be said that POS has a mediating role between reward power and normative commitment.

It was shown that expert power was significantly related to normative commitment ($\beta= .271$, $t(206)= 5.808$, $p= .00$). Expert power and POS was also found to be significantly related ($\beta= .562$, $t(206)= 2.083$, $p= .038$). Moreover, POS had a significant effect on normative commitment ($\beta= .484$, $t(206)= 7.576$, $p= .00$). Model 4 showed that expert power did not have a significant effect on normative commitment ($\beta= -.001$, $t(205)= -.015$, $p= .988$), but POS still had a significant effect on normative commitment ($\beta= .485$, $t(205)= 6.563$, $p= .00$). Therefore, POS has a mediating role between expert power and normative commitment.

One important conclusion from these findings is that POS acts as a suppressor for the negative effect from coercive power on affective commitment and especially on normative commitment.

Table 3.7.: Mediation Analyses for POS and LMX

LMX	β	t	p	F	R^2	R^2_{adj}
Model 1				67.234	.246	.242
IV: Referent Power DV: Affective Commitment	.496	4.365	.000			
Model 2				99.239	.325	.322
IV: Referent Power DV: LMX	.570	5.863	.000			
Model 3				149.520	.421	.418
IV: LMX DV: Affective Commitment	.649	3.406	.001			
Model 4				81.917	.444	.439
Referent Power LMX	.187 .542	2.952 8.548	.004 .000			
POS						
Model 1				67.234	.246	.242
IV: Referent Power DV: Affective Commitment	.496	4.365	.000			
Model 2				104.582	.337	.334
IV: Referent Power DV: POS	.580	2.136	.000			
Model 3				364.141	.639	.637
IV: POS DV: Affective Commitment	.799	6.438	.000			
Model 4				182.427	.640	.637
Referent Power POS	.049 .771	.947 14.988	.345 .000			

LMX	β	t	p	F	R^2	R^2_{adj}
Model 1				65.611	.242	.238
IV: Coercive Power DV: Affective Commitment	-.491	21.245	.000			
Model 2				54.992	.211	.207
IV: Coercive Power DV: LMX	-.459	22.892	.000			
Model 3				149.520	.421	.418
IV: LMX DV: Affective Commitment	.649	3.406	.001			
Model 4				90.226	.468	.463
Coercive Power LMX	-.246 .536	2.952 8.548	.000 .000			
POS						
Model 1				65.611	.242	.238
IV: Coercive Power DV: Affective Commitment	-.491	21.245	.000			
Model 2				68.187	.249	.245
IV: Coercive Power DV: POS	-.499	20.313	.000			
Model 3				364.141	.639	.637
IV: POS DV: Affective Commitment	.799	6.438	.000			
Model 4				190.513	.650	.647
Coercive Power POS	-.124 .737	.947 14.988	.010 .000			

LMX	β	t	p	F	R^2	R^2_{adj}
Model 1				7.125	.033	.029
IV: Reward Power DV: Affective Commitment	.183	10.143	.000			
Model 2				13.208	.060	.056
IV: Reward Power DV: LMX	.245	11.888	.000			
Model 3				149.520	.421	.418
IV: LMX DV: Affective Commitment	.649	3.406	.001			
Model 4				74.579	.421	.416
Reward Power	.025	.459	.647			
LMX	.442	11.718	.000			
POS						
Model 1				11.839	.054	.050
IV: Reward Power DV: Affective Commitment	.183	8.479	.000			
Model 2				68.187	.249	.245
IV: Reward Power DV: POS	.233	20.313	.000			
Model 3				364.141	.639	.637
IV: POS DV: Affective Commitment	.799	6.438	.000			
Model 4				181.197	.639	.635
Reward Power	-.004	-.085	.932			
POS	.800	18.532	.000			

LMX	β	t	p	F	R^2	R^2_{adj}
Model 1				10.738	.050	.045
IV: Legitimate Power DV: Affective Commitment	.223	5.177	.000			
Model 2				20.611	.091	.087
IV: Legitimate Power DV: LMX	.302	5.785	.000			
Model 3				149.520	.421	.418
IV: LMX DV: Affective Commitment	.649	3.406	.001			
Model 4				74.642	.421	.416
Legitimate Power	.030	.533	.595			
LMX	.640	11.477	.000			
POS						
Model 1				10.738	.050	.045
IV: Legitimate Power DV: Affective Commitment	.223	5.177	.000			
Model 2				17.139	.077	.072
IV: Legitimate Power DV: POS	.277	17.139	.000			
Model 3				364.141	.639	.637
IV: POS DV: Affective Commitment	.799	6.438	.000			
Model 4				181.188	.639	.635
Legitimate Power	.001	.027	.978			
POS	.799	18.283	.000			

LMX	β	t	p	F	R^2	R^2_{adj}
Model 1				67.468	.247	.243
IV: Expert Power DV: Affective Commitment	.497	4.019	.000			
Model 2				215.879	.512	.509
IV: Expert Power DV: LMX	.715	3.530	.001			
Model 3				149.520	.421	.418
IV: LMX DV: Affective Commitment	.649	3.406	.001			
Model 4				75.072	.423	.417
Expert Power	.067	.884	.377			
LMX	.600	7.907	.000			
POS						
Model 1				67.468	.247	.243
IV: Expert Power DV: Affective Commitment	.497	4.019	.000			
Model 2				94.944	.315	.312
IV: Expert Power DV: POS	.562	2.083	.038			
Model 3				364.141	.639	.637
IV: POS DV: Affective Commitment	.799	6.438	.000			
Model 4				183.834	.642	.639
Expert Power	.070	1.383	.168			
POS	.760	15.046	.000			

LMX	β	t	p	F	R^2	R^2_{adj}
Model 1				5.988	.028	.024
IV: Referent Power DV: Normative Commitment	.168	7.372	.000			
Model 2				99.239	.325	.322
IV: Referent Power DV: LMX	.570	5.863	.000			
Model 3				34.123	.142	.138
IV: LMX DV: Normative Commitment	.377	5.597	.000			
Model 4				17.434	.145	.137
Referent Power	-.069	-.884	.378			
LMX	.417	5.300	.000			
POS						
Model 1				5.988	.028	.024
IV: Referent Power DV: Normative Commitment	.168	7.372	.000			
Model 2				104.582	.337	.334
IV: Referent Power DV: POS	.580	2.136	.000			
Model 3				63.067	.234	.231
IV: POS DV: Normative Commitment	.484	7.576	.000			
Model 4				182.427	.640	.637
Referent Power	-.170	-2.297	.023			
POS	.583	7.867	.000			

LMX	β	t	p	F	R^2	R^2_{adj}
Model 1				27.631	.118	.114
IV: Coercive Power DV: Normative Commitment	-.344	16.639	.000			
Model 2				54.992	.211	.207
IV: Coercive Power DV: LMX	-.459	22.892	.000			
Model 3				34.123	.142	.138
IV: LMX DV: Normative Commitment	.377	5.597	.000			
Model 4				22.362	.179	.171
Coercive Power	-.216	-3.039	.003			
LMX	.278	3.897	.000			
POS						
Model 1				27.631	.118	.114
IV: Coercive Power DV: Normative Commitment	-.344	16.639	.000			
Model 2				68.187	.249	.245
IV: Coercive Power DV: POS	-.499	20.313	.000			
Model 3				63.067	.234	.231
IV: POS DV: Normative Commitment	.484	7.576	.000			
Model 4				182.427	.640	.637
Coercive Power	-.136	-1.952	.052			
POS	.416	5.957	.000			

LMX	β	t	p	F	R^2	R^2_{adj}
Model 1				7.262	.034	.029
IV: Reward Power						
DV: Normative Commitment	.185	8.889	.000			
Model 2				13.208	.060	.056
IV: Reward Power						
DV: LMX	.245	11.888	.000			
Model 3				34.123	.142	.138
IV: LMX						
DV: Normative Commitment	.377	5.597	.000			
Model 4				18.246	.151	.143
Reward Power	.098	1.475	.142			
LMX	.353	5.317	.000			
POS						
Model 1				7.262	.034	.029
IV: Reward Power						
DV: Normative Commitment	.185	8.889	.000			
Model 2				11.839	.054	.050
IV: Reward Power						
DV: POS	.233	8.479	.000			
Model 3				63.067	.234	.231
IV: POS						
DV: Normative Commitment	.484	7.576	.000			
Model 4				32.337	.240	.232
Reward Power	.076	1.210	.228			
POS	.466	7.449	.000			

LMX	β	t	p	F	R^2	R^2_{adj}
Model 1				16.351	.074	.069
IV: Expert Power						
DV: Normative Commitment	.271	5.808	.000			
Model 2				215.879	.512	.509
IV: Expert Power						
DV: LMX	.715	3.530	.001			
Model 3				34.123	.142	.138
IV: LMX						
DV: Normative Commitment	.377	5.597	.000			
Model 4				16.979	.142	.134
Expert Power	.003	.033	.973			
LMX	.375	4.048	.000			
POS						
Model 1				16.351	.074	.069
IV: Expert Power						
DV: Normative Commitment	.271	5.808	.000			
Model 2				94.944	.315	.312
IV: Expert Power						
DV: POS	.562	2.083	.038			
Model 3				63.067	.234	.231
IV: POS						
DV: Normative Commitment	.484	7.576	.000			
Model 4				31.381	.234	.227
Expert Power	-.001	-.015	.988			
POS	.485	6.563	.000			

3.3.3. Moderated Mediation Analysis (POS as Moderator)

It is called moderated mediation when the indirect effect between two variables changes depending on another variable (Hayes & Rockwood, 2017). In addition to the mediation analyses summarized in the previous sections, a potential moderated mediation analysis was tested to better investigate the study variables. The conditional indirect effect was tested with the use of Model 7 of the PROCESS macro for SPSS (Hayes, 2013). This bootstrapping method helps measure the indirect and conditional indirect effects, as explained by Baron and Kenny (1986). The method mainly works by re-sampling the data and computing 95% confidence intervals (CIs) to estimate indirect and conditional indirect effects (Preacher & Hayes, 2008; Preacher, Rucker, & Hayes, 2007; Williams & MacKinnon, 2008). If the results show that confidence interval for the conditional indirect effect does not include zero, it means it is statistically significant and moderator variable affects the indirect effect (Hayes & Rockwood, 2017).

In order to examine the moderation effect of POS on the mediation effect of LMX in the relationships between power factors and affective commitment, PROCESS macro was used. The index of moderated mediation was significant for expert power (0.02, CI= -0.10, -0.02), and partially significant for reward power (0.03, CI=-0.10, 0.00). Furthermore, the conditional indirect effect of LMX in the relationship between expert power and affective commitment was significantly positive when POS is high (0.26, CI= 0.12, 0.41), and when POS is low (0.47, CI= 0.32, 0.64). For reward power, it was partially significant when POS is low (0.17, CI= -0.01, 0.33) but not significant when POS is high (0.47, CI= -0.13, 0.06).

The moderation effect of POS in the relationship between power factors and normative commitment via LMX was also tested. The index of moderated mediation was significant for expert power (0.01, CI= -0.07, -0.01), and partially significant for reward power (0.02, CI=-0.06, 0.00). Additionally, the conditional indirect effect of

LMX over expert power on normative commitment was significantly positive when POS is high (0.16, CI= 0.05, 0.31) but higher when POS is low (0.29, CI= 0.14, 0.48). For reward power, the indirect effect of LMX was partially and significantly positive when there is low level effect of POS (0.09, CI= 0.00, 0.20), but non-significant when the level of POS was high (-0.02, CI= -0.08, 0.04). Moreover, there was a partial significance for legitimate power (0.02, CI=-0.8, 0.00). The indirect effect was partially and significantly positive when there is low level effect of POS (0.13, CI= 0.00, 0.29), but non-significant when the level of POS is high (0.01, CI= -0.06, 0.09).

3.3.4. Moderated Mediation Analysis (Values as Moderators)

The conditional indirect effect was tested with the use of Model 14 of the PROCESS macro for SPSS (Hayes, 2013). The moderation effect of cultural tendencies on the mediation effect of POS in the relationship between power factors and affective commitment. For collectivism orientation, there was no significant effect on the mediation effect of POS between referent power and affective commitment (0.04, CI= -0.04, 0.10), coercive power and affective commitment (0.03, CI= -0.07, 0.04), reward power and affective commitment (0.01, CI= -0.01, 0.04), legitimate power and affective commitment (0.02, CI= -0.02, 0.07), and expert power and affective commitment (0.03, CI= -0.03, 0.10).

For individualism orientations, there was partial moderation on the mediation effect of POS between referent power and affective commitment (0.02, CI=-0.09, 0.00), reward power and affective commitment (0.01, CI=-0.03, 0.00), legitimate power and affective commitment (0.01, CI=-0.6, 0.00), and expert power and affective commitment (0.02, CI=-0.08, 0.00). However, no significant effect was found for coercive power (0.02, CI=-0.01, 0.07). For referent power, the indirect effect of POS was CI= 0.69 when there is low effect of individualism orientation and

CI= 0,56 when high level of individualism orientation. Similarly, for reward power the indirect effect of POS was CI= 0,27 for low levels of individualism orientation and CI= 0,22 for high levels of individualism orientation. Also, for legitimate power it was CI= 0,43 when there is low level of individualism orientation and CI= 0,35 when there is high level of individualism orientation. Finally, for expert power, the indirect effect was CI= 0,69 when there is lower levels of individualism orientation and CI= 0,56 when there is higher levels of individualism orientation.

CHAPTER 4 – DISCUSSION

The current study aimed to investigate the relationships among bases of power, LMX, POS, and organizational commitment in an exploratory fashion. To the best of my knowledge, there are almost no studies in the literature that examines these variables in a single model. Findings reveal that there are strong positive relationships among POS and LMX and the two commitment outcomes, affective commitment and normative commitment. Results also show that LMX and POS are strong mediators in the relationships between bases of power and commitment types.

The study showed that referent power has a positive relationship both with affective commitment and normative commitment, and a negative relationship with continuous commitment. Managers with referent power are those who are able to influence their employees through their interpersonal skills, making employees feel welcomed and valued. When employees feel accepted and valued, they are more likely to invest in the relationship with their managers. This positive relationship may also trigger positive feelings about the organization among employees, thus leading to increased affective commitment. In addition, employees are likely to feel normative commitment because they may not feel right about leaving such caring and giving work environment and manager. It may be argued that the positive effect from referent power is so strong that it also relaxes employees' concerns about potential job alternatives. The overall implication is that having thoughtful managers with good interpersonal skills is one of the main factors in building perceptions towards a positive work environment.

The positive correlations referent power has both with POS and LMX further verify the relationships mentioned above. When employees perceive their leaders to have referent power, it leads to better social exchange because the leader is perceived as someone with a good personality and charisma. The support given by a manager is likely to be transformed into perceptions of organizational support because managers

are also seen as legitimate representatives of the organization. Referent power is also correlated with individualism. The reason may be that individualistic persons want less power distance and more communication in their work relationship with their managers, compared to individuals with a collectivistic orientation. Referent power gives employees the opportunity to become more strongly associated with their managers in terms of having an exchange relationship.

Coercive power is negatively related to affective commitment and normative commitment. Coercive power is a destructive basis of power; managers with this kind of power use strict orders, punishments or threats to alter employees' behaviors. Punishments and threats are likely to lead to dissatisfaction, anxiety, and even fear among employees, damaging their emotional bond with the organization. The harsh attitude behind coercive power is also a distraction for the social relationship between employees and their managers. Because managers with coercive power are not motivated to give any support or to develop high quality relationships with the employees, neither LMX nor POS emerges. Therefore, coercive power is also likely to increase employees' intention to leave the job.

Reward power is positively related to affective commitment, normative commitment, POS, and LMX. As it was mentioned before, leaders give extrinsic and intrinsic rewards to their employees for their hard work. If these rewards are valued by the employees, it works as a source of motivation, and it gives rise to positive work behaviors. When employees receive rewards, they feel the organization appreciates their effort at work. As a result, they are likely to become more committed toward their organizations, affectively and normatively. In addition, because these rewards are seen as part of the support the organization provides their employees with, perceptions of POS are heightened. Rewards may also increase the quality of the relationship between the leader and the employees.

Legitimate power is positively related to affective commitment. Legitimate power is one of the soft bases of power and, as it was mentioned in the introduction;

soft bases of power make employees feel more freedom and autonomy. When a leader uses legitimate power, he/she makes employees understand the responsibilities they have to fulfill, but he/she also gives employees the autonomy to fulfill these responsibilities, rather than forcing them to do take on these tasks. Legitimate power implies that managers are willing to exploit their position to help employees reach the resources of the organization, which, of course, leads to a high quality LMX and POS. Legitimate power is also related to individualism. Because individualistic persons want to have more freedom and autonomy in their jobs, they prefer working with managers who use legitimate power.

Expert power is positively related to affective commitment and normative commitment. Expert power is the use of knowledge and skills, so when leaders share information with the employees and transfer their skills to them, feelings of personal and career development experienced by the employees lead to attachment to the job, via LMX and POS. Furthermore, use of expert power is likely to increase normative commitment in the organization because employees feel an obligation to give back. Expert power also is related to individualism. For individualistic employees, it is relatively more important to have a direct relationship with managers. On the other hand, perception of hierarchy is stronger among collectivistic persons, so they may hesitate to become directly involved with the managers, expecting, instead, development via opportunities such as formal group training sessions.

Affective commitment is associated with collectivism. It is understandable because for collectivistic people, working in a group and putting the group goals and benefits first is relatively more important (Uçanok & Karabatı, 2013). Similarly, normative commitment is positively related to collectivism. Collectivistic individuals may stay longer in the organization because they feel it is the right thing to do, out of their respect towards the job, the managers, and their colleagues. As expected, normative commitment is negatively related to individualism. Individualistic persons tend to stay in the organization more as a result of job satisfaction and need

fulfillment and less as a result of a felt normative obligation, relative to collectivistic individuals. Continuous commitment is positively associated with collectivism and negatively related to individualism. This implies that individualistic persons may be more confident (or deceptively optimistic) about their competencies or their options in the labor market and, thus, may feel less of a necessity to stay, especially if they think the job is not providing the benefits they desire.

POS was found to be positively related to collectivism while LMX was found to be positively related to individualism. For the collectivist, working in a group and putting the group first is equally important as their individual achievements. Receiving help and support from the organization is not only practical but it is also important because it triggers feelings of belongingness and acceptance, which solidify group membership. On the other hand, individualistic persons are likely to value their personal relationship with their managers more strongly over their affiliation with a group. LMX becomes more important for the individualistic employees because they primarily want to have a good working relationship with their managers.

This study also examined the relationship between power factors and commitment in depth. The function of social exchange such as POS and LMX in this relationship was investigated. The results of the effect of referent power on affective commitment and normative commitment showed that referent power has an effect on affective commitment via POS not LMX. However, for normative commitment, referent power affects it through LMX, not POS. When supervisors use referent power on employees, employees believe that they are accepted and valued. When employees feel they are an important part of the organization and their work and effort approved, they develop an emotional bond with the organization because their managers' approval makes them feel the organization accept them as their employees. On the other hand, when employees are faced with referent power from their managers, they may feel responsibility towards their manager because their managers

approve them as an important part of the organization, so employees may feel like they should be loyal to their managers resulting in normative commitment of employees.

The effect of coercive power on both affective commitment and normative commitment was also examined. There is no effect of LMX and POS in the relationship between coercive power and affective commitment, but POS was found to be significantly effective in the relationship between coercive power and normative commitment although LMX has no relation. Employees may stay in the organization even though a manager treats them harshly, if the organization provides them with help and support. Although this may have no effect on their affective commitment, employees stay in the organization because they feel the organization is doing its best to cover up for the managers' wrongdoings by supporting them.

Both LMX and POS were found to be effective in reward power's relationships with affective and normative commitment. When employees are rewarded for their work and effort, they believe that these rewards are a representation of managers' trust and support, which results in a high quality LMX relationship. In addition, these rewards show that the organization values hard working in a concrete manner. As a result, employees' affective commitment may increase. This may also trigger employees' motivation to stay and pay back what they receive, increasing normative commitment across the organization.

Legitimate power was not related to normative commitment, so only its relationship with affective commitment was investigated. Both LMX and POS were effective in legitimate power's relationship with affective commitment. When a leader use legitimate power, they can make their employees become more aware of their duties and responsibilities by using their status. Employees feel respectful towards their leader and their status. The more the leaders have high status, the more they reach organizational resources. When they share these resources, it leads to a high quality exchange relationship. Employees respect their managers and become

mostly associated with their duties and responsibilities, so they become more affectively committed to their managers and the organization. Moreover, when they receive these organizational resources, they believe that the organization gives them the support and help to make them even more successful while fulfilling their responsibilities resulting in a greater emotional bond.

The effect of expert power on both affective and normative commitment was found through LMX and POS. Leaders use expert power when they share their knowledge and experience with their employees. While sharing them, leaders and employees are able to communicate effectively. Employees feel their managers care about them by showing the way to become better at their job, so it results with a high quality relationship between managers and leaders. Furthermore, when managers teach employees their knowledge and experiences, it can be perceived as the training the organization provides for their employees to support them and make them more successful at their job. Therefore, employees become emotionally involved with their managers and organization and develop affective commitment. Also, they believe that they should not leave such caring, informative, and supportive work environment because it deserves their loyalty, they develop normative commitment.

POS and LMX were found as two related subjects in the literature, but how they are related is still not clear. In this study, our analysis showed that POS is more associated with affective commitment and normative commitment than LMX. These results are consistent with the literature. Many study showed that POS was found more effective on affective commitment and organizational commitment in general (Dulac, Coyle-Shapiro, Henderson, & Wayne, 2008; Gaduet & Tremblay, 2017; Garg & Dhar, 2014; Tekleab & Chiaburu, 2011). Also POS was found to have more influence on other work behaviors such as trust (Dulac, Coyle-Shapiro, Henderson, & Wayne, 2008; Trybou, de Pourcq, Paeshuyse, & Gemmel, 2014), job satisfaction (Erdoğan, Kraimer, & Liden, 2004; Singh & Vidhyarti, 2018; Tekleab & Chiaburu, 2011). Innovative work behavior and job performance are also more associated with

POS than LMX (Altunoğlu & Gürel, 2015; Singh & Vidhyarti, 2018; Wijaya, 2018). Moreover, intention to leave the work and job stress was more negatively related to POS compared to LMX (Garg & Dhar, 2014; Robson & Robson, 2013; Tekleab & Chiaburu, 2011). Also, turnover rate was found negatively more affective when there is POS compared to when there is LMX (Chen & Eldridge, 2011; Ertürk, 2014).

Moreover, in this study, in order to understand their relationship in depth, moderation effect of POS on mediation effect of LMX was analyzed. It was found that in the case of expert power, legitimate power and reward power, the effect of LMX on affective commitment and normative commitment decreases in the existence of POS. These results also showed that having POS is more important for employees because when there is a case of POS in an organization, the positive effect of a high quality LMX relationship with the manager becomes less important for employees. It can be stated that when people receive a good management which provides them with information and suggestion to improve and rewards to pay their effort, they see these privileges as a part of their managers 'support. However, if they feel POS, they believe that these supports are coming from their organizations and managers give employees help and support as a part of the organization. It may be said that if an organization provides support and help, that organization is a corporate company. We can conclude that, in corporate companies, employees are more engaged with POS rather than LMX. Corporate companies supply more resources, so employees gain more opportunities to improve. In addition, employees work in cooperation in a more organized environment. Such work environment may make employees feel more trust towards the organization. When employees receive such favorable treatment from their organizations, their relationship with their managers becomes less important for them. They feel more committed to their organizations affectively and normatively as long as they perceive help and support from their organizations and it does not change if they have a good relationship with their managers or not. When the institutionalism of the organization decreases, the effect of LMX relationship on

employees become more important, because having a strong relationship with the managers becomes only thing employees can rely on in the absence of support and help from the organization. As a result, we can say that POS is more important than LMX when it comes to employees' work outcomes.

In the current study, participants scored, on average, similar on individualism and collectivism. This is a paradox but still explainable. Although participants in this study are highly educated professionals who have developed individualistic ideals, these ideals do not automatically negate collectivistic norms which are dominant in the Turkish society. This explains why collectivist orientation did not change the mediation effect of POS, but individualism did. Because people already have a strong collectivistic background, organizational support received is important, regardless of type of the work setting.

4.1. Main Contributions of the Study

Broadly speaking, bases of power have not been examined properly in the literature, and the effects of use of power on employees' work behaviors' are still unclear. It is expected that this study will inspire new studies that investigate these relationships. One main conclusion from the study is that effects from the bases of power can largely be expressed as either LMX or POS. This signals that the practical significance of using bases of power may be more restricted than originally estimated. In the literature, effects of POS and LMX are typically studied independently in separate studies, so it is still unclear how they affect and compare with each other. Findings from the current study imply that POS is a stronger predictor/variable compared to LMX. However, this conclusion is tentative and deserves further scrutiny.

4.2. Limitations and Recommendations for Future Studies

One major limitation of the study is the relatively small sample size. Even though the results were promising, this study should be replicated with a larger

sample size, especially to test the effects of cultural differences in the complex relationships tested.

Some of the measures used appear to have weaknesses in their content or measurement problems. The LMX measure used, for example, failed largely to conform to the original structure. In addition, a detailed look at the items shows that some of the items of LMX are very similar to the items of expert power in content. Needless to say, this similarity may have affected some of the tests. In addition, some of the items of the commitment scale are found to load to factors different than the original factors. This shows that there is no clear line between the dimensions of the organizational commitment scale. Future studies should be designed to address refinements of both of these scales.

It should be noted again that participants in this study were found to score high, on average, both on individualism and collectivism. This is another issue that needs to be taken care of in future studies, especially when working with data from more collectivistically oriented cultures.

Another limitation is that only organizational commitment was examined as an outcome. Potential other outcome variables such as job satisfaction can be investigated to have a better understanding of the dynamics of POS and LMX. In addition to attitudinal outcomes, objective measures of job performance should be used to better understand the implications of the social exchange between managers and employees for the larger organization.

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APPENDIX

Appendix A: Demographic Information Form (Turkish)

Demografik Bilgi Formu

1. Cinsiyet: Kadın Erkek
2. Yaş: _____
3. En son bitirdiğiniz okul:
 İlkokul Ortaokul Lise Üniversite Yüksek lisans Doktora
4. İş deneyiminiz:
 1 yıldan az 1-3 yıl 3-5 yıl 5 yıl ve üstü
5. Şu anki iş yerinizdeki iş deneyiminiz:
 1 yıldan az 1-3 yıl 3-5 yıl 5 yıl ve üstü
6. Şu anki çalıştığınız sektör/departman: _____
7. İş yerindeki pozisyonunuz: _____
8. Bulduğunuz şehir: _____
9. Nationality

Appendix B: Demographic Information Form (English)

Demographic Information Form

1. Gender: Female Male
2. Age: _____
3. Education:
 Primary High school Undergraduate Graduate
4. Work Experience:
 Less than a year 1-3 years 3-5 years 5 years and above
5. Work Experience in the current workplace
 Less than a year 1-3 years 3-5 years 5 years and above
6. Type of Sector you are currently working: _____
7. Position in your current company: _____
8. City: _____

Appendix C: New Power Scale (Turkish)

Turkish Version of New Power Scale

1. Amirim maaş düzeyimi arttırabilir.
2. Amirim buradaki işleri hoş olmayan hale getirebilir.
3. Amirim benimle önemli deneyimlerini ve eğitimlerini paylaşabilir.
4. Amirim bana yerine getirmek durumunda olduğum taahhütlerim olduğunu hissettirebilir.
5. Amirim bana kendimi önemli hissettirebilir.
6. Amirim, bana iş gereksinimlerimi yerine getirmem gerektiğini hissettirebilir.
7. Amirim işimi zorlaştırabilir
8. Amirim bana ihtiyacım olan teknik bilgiyi sağlayabilir.
9. Amirim yerine getirmem gereken görevlerim olduğunu fark etmemi sağlayabilir.
10. Amirim, işte olmayı tatsız hale getirebilir.
11. Amirim beni kabul edilmiş hissettirebilir.
12. Amirim bana yerine getirmem gereken sorumluluklarım olduğu hissini verebilir.
13. Amirim benim terfi edilmemi etkileyebilir.
14. Amirim bana yararlı teknik bilgi verebilir.
15. Amirim bana, beni onayladığını hissettirebilir.
16. Amirim bana işle ilgili sağlam tavsiyeler verebilir.
17. Amirim maaş artışımı etkileyebilir.
18. Amirim bana kendimi değerli hissettirebilir.
19. Amirim bana işle ilgili istenmeyen görevler verebilir.
20. Amirim bana özel faydalar sağlayabilir.

Appendix D: New Power Scale (English)

New Power Scale

- 1- My supervisor can increase my pay level.
- 2- My supervisor can make things unpleasant here.
- 3- My supervisor can share with me his/her considerable experience and/or training.
- 4- My supervisor can make me feel that I have commitments to meet.
- 5- My supervisor can make me feel important.
- 6- My supervisor can make me feel like I should satisfy my job requirements.
- 7- My supervisor can make my work difficult for me.
- 8- My supervisor can provide me with needed technical knowledge.
- 9- My supervisor can make me recognize that I have tasks to accomplish.
- 10- My supervisor can make being at work distasteful.
- 11- My supervisor can make me feel personally accepted.
- 12- My supervisor can give me the feeling I have responsibilities to fulfill.
- 13- My supervisor can influence my getting a promotion.
- 14- My supervisor can give me good technical suggestions.
- 15- My supervisor can make me feel like he/she approves of me.
- 16- My supervisor can provide me with sound job-related advice.
- 17- My supervisor can influence my getting a pay raise.
- 18- My supervisor can make me feel valued.
- 19- My supervisor can give me undesirable job assignments.
- 20- My supervisor can provide me with special benefits.

Appendix E: Organizational Commitment Scale (Turkish)

Turkish Version of Organizational Commitment Scale

1. Meslek hayatımın kalan kısmını bu firmada geçirmek beni çok mutlu eder.
2. Bu işyerinden ayrılıp burada kurduğum kişisel ilişkileri bozmam doğru olmaz.
3. Buradaki işimi kendi özel işim gibi hissediyorum.
4. Buradaki insanlara karşı yükümlülük hissettiğim için firmamdan şu anda ayrılmam.
5. Bu firmadan ayrılmanın olumsuz sonuçlarından biri alternatif işlerin olmamasıdır.
6. Mevcut işverenimle kalmak için hiçbir manevi yükümlülük hissetmiyorum.
7. Yeni bir işyerine alışmak benim için zor olur.
8. Bu firma benim sadakatimi hak ediyor.
9. 9-Şu anda firmamdan ayrılmak istediğime karar versem hayatımın çoğu alt-üst olur.
10. Bu firmaya gönül borcu hissediyorum.
11. Firmamdan şimdi ayrılısam kendimi suçlu hissederim.
12. Bu firma sayesinde ekmek parası kazanıyorum, karşılığında sadakat göstermeliyim.
13. Kendimi firmamda ailenin bir parçası gibi hissetmiyorum.
14. Zaman geçtikçe mevcut firmamdan ayrılmanın zorlaştığını hissediyorum.
15. Eğer bu firmaya kendimden bu kadar çok vermiş olmasaydım başka yerde çalışmayı düşünebilirdim.
16. Bu firmanın bir çalışanı olmanın gurur verici olduğunu düşünüyorum.
17. Daha iyi imkân çıkarsa mevcut firmamdan ayrılmanın ayıp olmadığını düşünüyorum.
18. Firmama çok şey borçluyum.

19. Bu firmanın amaçlarını benimsiyorum.
20. Biraz daha fazla para için mevcut işyerimi değiştirmeyi ciddi olarak düşünmezdim.
21. Mevcut firmamdan ayrılıp birlikte çalıştığım insanları yarı yolda bırakmak istemem.
22. Bu firmayı bırakmayı düşünemeyecek kadar az iş seçeneğim olduğunu düşünüyorum.
23. Bu firmanın meselelerini gerçekten kendi meselelerim gibi hissediyorum.
24. Firmam maddi olarak zor durumda olsa bile onu asla bırakmam.
25. Firmama karşı güçlü bir aidiyet hissim yok.
26. İstesem de şu anda firmamdan ayrılmak benim için çok zor olurdu.
27. Bu firmanın benim için çok kişisel (özel) bir anlamı var.
28. Benim için avantajlı olsa da firmamdan şu anda ayrılmanın doğru olmadığını hissediyorum.
29. Bu işyerinden ayrılıp başka bir yerde sıfırdan başlamak istemezdim
30. Bu firmaya kendimi duygusal olarak bağlı hissetmiyorum.
31. Bu firmaya sadakat göstermenin görevim olduğunu düşünüyorum.
32. Başka bir işyerinin buradan daha iyi olacağını garanti yok, burayı hiç olmazsa biliyorum.

Appendix F: Organizational Commitment Scale (English)

Organizational Commitment Scale

1. I would be very happy to spend the rest of my career in this organization.
2. I enjoy discussing my organization with people outside it.
3. I really feel as if this organization's problems are my own.
4. I think I could easily become as attached to another organizations as I am to this one.
5. I do not feel like "part of the family" at my organization.
6. I do not feel "emotionally attached" to this organization.
7. This organization has a great deal of personal meaning for me.
8. I do not feel a strong sense of belonging to my organization.
9. I am not afraid of what might happen if I quit my job without having another one lined up.
10. It would be very hard for me to leave my organization right now, even if I wanted to.
11. Too much of my life would be disrupted if I decided I wanted to leave my organization right now.
12. It wouldn't be too costly for me to leave my organization in the near future.
13. Right now, staying with my organization is a matter of necessity as much as desire.
14. I believe that I have too few options to consider leaving this organization.
15. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.
16. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice; another organization may not match the overall benefits I have here.

17. If I had not already put so much of myself into this organization, I might consider working elsewhere.
18. I think that people these days move from company to company too often.
19. I do not believe that a person must always be loyal to his or her organization.
20. Jumping from organization to organization does not seem at all unethical to me.
21. One of the major reasons I continue to work for this organization is that I believe loyalty is important and therefore feel a sense of moral obligation to remain.
22. If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization.
23. I was taught to believe in the value of remaining loyal to one organization.
24. Things were better in the days when people stayed with one organization for most of their careers.
25. I do not think that wanting to be a "company man" or "company woman" is sensible anymore.
26. I do not feel any obligation to remain with my current employer.
27. Even if it were to my advantage, I do not feel it would be right to leave my organization now.
28. I would feel guilty if I left my organization now.
29. This organization deserves my loyalty.
30. I would not leave my organization right now because I have a sense of obligation to the people in it.
31. I owe a great deal to my organization.

Appendix G: Perceived Organizational Support (POS) Scale (Turkish)

Turkish Version of Perceived Organizational Support (POS) Scale

1. Bu işletme benim katkılarima değer verir.
2. Bu işletme benim harcadığım çabayı takdir eder.
3. Bu işletme benim düşünce ve şikâyetlerimi önemser.
4. Bu işletme benim iyiliğimi ister.
5. Elimden gelen her şeyi yapsam bile bu işletme bunu fark etmez.
6. Bu işletme benim çalışma memnuniyetimi umursar.
7. Bu işletme bana değer verir.
8. Bu işletme benim başarılarım ile gurur duyduğunu hissettirir.

Appendix H: Perceived Organizational Support (POS) Scale (English)

Perceived Organizational Support (POS) Scale

1. The organization strongly considers my goals and values.
2. The organization really cares about my well-being.
3. The organization shows very little concern for me.
4. The organization would forgive an honest mistake on my part.
5. The organization cares about my opinions.
6. If given the opportunity, the organization would take advantage of me.
7. Help is available from the organization when I have a problem
8. The organization is willing to help me when I need a special favor.

Appendix I: Leader-Member-Exchange (LMX) Scale (Turkish)

Turkish Version of Leader-Member-Exchange (LMX) Scale

1. Bir birey olarak yöneticimi severim
2. Yöneticim, herkesin arkadaş olarak isteyebileceği türden bir insandır.
3. Yöneticimle çalışmak oldukça keyif vericidir.
4. Başkaları tarafından aleyhimde davranışlar söz konusu olduğunda, yöneticim beni savunur.
5. Yöneticim işle ilgili konularda, konu hakkında tam bir bilgisi olmasa dahi amirime karşı beni savunur.
6. Dürüstlük içinde bir hata yapacak olsam, yöneticim başkalarına karşı beni savunacaktır
7. İş tanımımda yer alan görevlerden daha fazlasını yöneticim için üstlenirim.
8. İş grubumdan daha fazla kazanç elde etmek için, normalden daha fazla çaba harcamaya istekliyimdir.
9. Yöneticimin mesleğine ilişkin bilgisinden etkilenirim.
10. Yöneticimin işe ilişkin bilgisine ve yeteneğine saygı duyarım.
11. Yöneticimin mesleki becerisine hayranım.

Appendix J: Leader-Member-Exchange (LMX) Scale (English)

Leader-Member-Exchange (LMX) Scale

1. I like my supervisor very much as a person.
2. My supervisor is the kind of person one would like to have as a friend.
3. My supervisor is a lot of fun to work with.
4. My supervisor defends my work actions to a superior, even without complete knowledge of the issue in question.
5. My supervisor would come to my defense if I were “attacked” by others.
6. My supervisor would defend me to others in the organization if I made an honest mistake
7. I do work for my supervisor that goes beyond what is specified in my work description.
8. I am willing to apply extra efforts, beyond those normally required, to further the interests of my work group.
9. I am impressed with my supervisor’s knowledge of his/ her job.
10. I respect my supervisor’s knowledge of and competence on the job.
11. I admire my supervisor’s professional skills.

Appendix K: Individualism/ Collectivism Scale (Turkish)

Turkish Version of Individualism/ Collectivism Scale

1. Benim mutluluğum çevremdekilerin mutluluğuna çok bağlıdır.
2. Kazanmak her şeydir.
3. Yakın çevrem için kişisel çıkarlarımdan fedakârlık ederim.
4. Başkaları benden daha başarılı olduğunda rahatsız olurum.
5. Yakın çevremdekilerin birbiriyle uyumunu muhafaza etmek benim için önemlidir.
6. İşimi başkalarından daha iyi yapmak benim için önemlidir.
7. Komşularıyla ufak tefek şeyleri paylaşmak hoşuma gider.
8. İş arkadaşlarımdan iyiliği benim için önemlidir.
9. Rekabet doğanın kanunudur.
10. İş arkadaşlarımdan biri ödül kazansa gurur duyarım.
11. Özgün bir birey olmak benim için önemlidir.
12. Başkası benden daha başarılı olduğu zaman kendimi gergin ve kamçılanmış hissedirim.
13. Çoğu zaman kendi bildiğim gibi yaşarım.
14. Yakın çevremde kararlarına saygı göstermek benim için önemlidir.
15. Başkalarına güvenmektense kendime güvenirim.
16. Ne fedakârlık gerekirse gereksin aile bireyleri birbirlerine kenetlenmelidirler.
17. Anne-baba ve çocuklar mümkün olduğu kadar birlikte kalmalıdır.
18. Başkalarından bağımsız bireysel kimliğim benim için çok önemlidir.
19. Kendi isteklerimden fedakârlık yapmak gerekirse de aileme bakmak benim görevimdir.
20. Bireysel kimliğim benim için çok önemlidir.
21. Ben başkalarından ayrı özgün bir bireyim.

22. Yakın çevremde çoğunluğun isteklerine saygı gösteririm.
23. Kendine özgü ve başkalarından farklı olmaktan hoşlanırım.
24. Bir karar vermeden önce yakın arkadaşlara danışıp onların fikirlerini almak önemlidir.
25. Maddi güçlük içinde olan bir akrabama imkânlarım ölçüsünde yardım ederim.
26. Rekabet olmadan iyi bir toplum düzeni kurulamaz.
27. İnsan hayatını başkalarından bağımsız olarak yaşmalıdır.
28. Çok hoşuma giden bir şeyden ailem onaylamazsa vazgeçerim.
29. Başkalarıyla işbirliği yaptığım zaman kendimi iyi hissederim.
30. Başkalarıyla rekabet edebileceğim ortamlarda çalışmak hoşuma gider.
31. İnsanlara açık ve dosdoğru konuşmayı tercih ederim.
32. Çocuklara vazifenin eğlenceden önce geldiği öğretilmelidir.
33. Benim için zevk başkalarıyla vakit geçirmektir.
34. Başarı hayattaki en önemli şeydir.
35. Eğer başarılı oluyorsam bu benim yeteneklerim sayesinde.
36. Yakın çevremle fikir ayrılığına düşmekten hiç hoşlanmam.
37. Ailemi memnun edecek şeyleri nefret etsem de yaparım.

Appendix L: Individualism/ Collectivism Scale (English)

Individualism/ Collectivism Scale

1. I prefer to be direct and forthright when I talk with people.
2. One should live one's life independently of others.
3. I often do my own thing.
4. I am a unique individual.
5. I like my privacy.
6. When I succeeded, it is usually because of my abilities.
7. What happens to me is my own doing.
8. I enjoy being unique and different from the others in many ways.
9. Winning is everything.
10. It annoys me when others perform better than I do.
11. It is important for me that I do my job better than the others.
12. I enjoy working in situations involving competition with others.
13. Competition is law of nature.
14. When another person does better than I do, I get tense and aroused.
15. Without competition it is impossible to have a good society.
16. Some people emphasize winning; I am not one of them.
17. My happiness depends very much on the happiness of those around me.
18. I like sharing little things with my neighbors.
19. The wellbeing of my coworkers is important to me.
20. It is important for me to maintain harmony within my group.
21. If a relative were in financial difficulty, I would help within my means.
22. If a co-worker gets a prize I would feel proud.
23. To me pleasure is spending time with others.
24. I feel good when I cooperate with others.

25. I would do what would please my family even if I detested that activity.
26. I usually sacrifice my self-interest for the benefit of my group.
27. We should keep our aging parents with us at home.
28. Children should feel honored if their parents receive a distinguished award.
29. Children should be taught to place duty before pleasure.
30. I would sacrifice an activity that I enjoy very much if my family did not approve of it.
31. I hate to disagree with others in my group.
32. Before making a major trip, I consult with most members of my family and many friends.

Appendix M: Result of Evaluation by Ethics Committee

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)

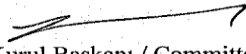
Başvuru Sahibi / Applicant: Tuğba Aydoğdu

Proje Başlığı / Project Title: Power factor in Social Relationships between Managers and Followers: A cross-cultural Study

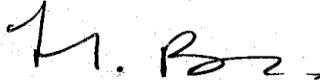
Proje No. / Project Number: 2018-20024-79

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: 10 Temmuz 2018


Kurul Başkanı / Committee Chair

Doç. Dr. İtir Erhart


Üye / Committee Member


Prof. Dr. Hale Bölak


Üye / Committee Member

Prof. 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

Prof. Dr. Ali Demirci



Appendix N: Screenshots of the Questionnaire given to the Participants

Bu proje, güç faktörünün çalışanlar ve yöneticileri arasındaki sosyal ilişkiye dair etkisini kültürel bağlamda açıklayıcı veri elde etmeyi amaçlamaktadır.

Araştırma, İstanbul Bilgi Üniversitesi, Örgütsel Psikoloji Yüksek Lisansı'nda öğrenci olan Tuğba Aydoğdu tarafından yürütülmektedir. Elde edilen veriler Tuğba Aydoğdu'nun yüksek lisans tezinde kullanılacaktır.

Araştırmada beş farklı ölçek sunulmaktadır. Soruların tamamlanması yaklaşık olarak 15 dakika sürmektedir. Katılımcıların kişisel bilgileri gizli tutulacak ve elde edilen bulgular sadece bilimsel amaçla kullanılacaktır.

Katılımınız tamamen gönüllülük üzerine kuruludur. Anketi, neden bildirmeksizin istediğiniz noktada bırakabilirsiniz. Herhangi bir sorunuz olduğu takdirde ya da araştırma sonuçlarının bir özetini görmek isterseniz, Tuğba Aydoğdu ile irtibata geçebilirsiniz.

İletişim Bilgileri:

Tuğba Aydoğdu

Örgütsel Psikoloji Yüksek Lisans Öğrencisi

İstanbul Bilgi Üniversitesi

e-posta: tugba.a@hotmail.com / tugba.aydogdu@bilgiedu.net

*** 1. Kabul Ediyor musunuz?**

Kabul ediyorum.

Kabul etmiyorum.

Demografik Bilgiler

2. Cinsiyet

- Kadın
 Erkek

3. Yaş

4. Yaşadığınız şehir

5. En son bitirdiğiniz okul

- Doktora Lise
 Yüksek lisans Ortaokul
 Üniversite İlkokul

6. Toplam iş deneyiminiz (yıl olarak ve sayıyla)

7. Şu anda çalıştığınız kurumdaki iş deneyiminiz (yıl olarak ve sayıyla)

8. Şu anda çalıştığınız sektör

9. Şu anda çalıştığınız departman

10. İşteki pozisyonunuz

11. Hangi kategori işinizi en iyi olacak şekilde tanımlamaktadır?

- Yönetici/Amir Büro
- Profesyonel (yönetim dışı) Müşteri Hizmetleri
- Satış temsilcisi Teknik servis
- Yönetimsel destek
- Diğer (lütfen belirtin)

12. Kurumunuzdaki hiyerarşi ne kadar yüksektir?

Son derece düşük Son derece yüksek

13. Örgütsel hiyerarşideki pozisyonunuz nedir? Yaklaşık olarak çalışanların yüzde kaçı hiyerarşide sizden düşük seviyededir?

0 100

14. Alttaki bölümde, farklı kurum veya organizasyonlardaki yöneticilerin/amirlerin astlarına yönlendirebilecekleri davranışların bazılarını tanımlayan ifadeler bulunmaktadır. Kendi yöneticinizi göz önünde bulundurarak, her ifadeyi dikkatlice okuyunuz. Takiben, yöneticinizin size bu davranışı ne ölçüde gösterebileceğine karar veriniz. Her ifadede, nasıl hissettiğinizi en yakından temsil eden rakamı işaretleyiniz. Çalışmanın sonuçlarının doğru olması için, tüm soruları cevaplamanızı rica ederiz. Cevapların tutarlılığı konusunda endişelenmeyiniz ve maddeleri bağımsız olarak kabul ediniz.

	1- Kesinlikle Katılmıyorum	2	3	4	5-Kesinlikle Katılıyorum
Amirim maaş düzeyimi arttırabilir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Amirim buradaki işleri hoş olmayan hale getirebilir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Amirim benimle önemli deneyimlerini ve eğitimlerini paylaşabilir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Amirim bana yerine getirmek durumunda olduğum taahhütlerim olduğunu hissettirebilir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Amirim bana kendimi önemli hissettirebilir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Amirim, bana iş gereksinimlerimi yerine getirmem gerektiğini hissettirebilir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Amirim işimi zorlaştırabilir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Amirim bana ihtiyacım olan teknik bilgiyi sağlayabilir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Amirim yerine getirmem gereken görevlerim olduğunu fark etmemi sağlayabilir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Amirim, işte olmayı tatsız hale getirebilir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Amirim beni kabul edilmiş hissettirebilir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Amirim bana yerine getirmem gereken sorumluluklarım olduğu hissini verebilir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Amirim benim terfi edilmemi etkileyebilir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1- Kesinlikle Katılmıyorum	2	3	4	5-Kesinlikle Katılıyorum
Amirim bana yararlı teknik bilgi verebilir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Amirim bana, beni onayladığını hissettirebilir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Amirim bana işle ilgili sağlam tavsiyeler verebilir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Amirim maaş artışı etkileyebilir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Amirim bana kendimi değerli hissettirebilir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Amirim bana işle ilgili istenmeyen görevler verebilir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Amirim bana özel faydalar sağlayabilir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. Lütfen sizin için en uygun seçeneği işaretleyiniz. Soruları, çalıştığınız şirket / kurum / kuruluşu göz önünde bulundurarak yanıtlayınız.

	1-Kesinlikle katılmıyorum.	2	3	4	5	6	7-Kesinlikle katılıyorum.
Meslek hayatımın kalan kısmını bu firmada geçirmek beni çok mutlu eder.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu işyerinden ayrılıp burada kurduğum kişisel ilişkileri bozمام doğru olmaz.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Buradaki işimi kendi özel işim gibi hissediyorum.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Buradaki insanlara karşı yükümlülük hissettiğim için firmamdan şu anda ayrılmam.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu firmadan ayrılmanın olumsuz sonuçlarından biri alternatif işlerin olmamasıdır.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mevcut işverenimle kalmak için hiçbir manevi yükümlülük hissetmiyorum.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yeni bir işyerine alışmak benim için zor olur.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu firma benim sadakatimi hak ediyor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Şu anda firmamdan ayrılmak istediğime karar versem hayatımın çoğu alt-üst olur.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu firmaya gönül borcu hissediyorum.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Firmamdan şimdi ayrılısam kendimi suçlu hissederim.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu firma sayesinde ekmeک parası kazanıyorum, karşılığında sadakat göstermeliyim.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kendimi firmamda ailenin bir parçası gibi hissetmiyorum.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1-Kesinlikle katılmıyorum.	2	3	4	5	6	7-Kesinlikle katılıyorum.
Zaman geçtikçe mevcut firmamdan ayrılmamın zorlaştığını hissediyorum.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eğer bu firmaya kendimden bu kadar çok vermiş olmasaydım başka yerde çalışmayı düşünebilirdim.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu firmanın bir çalışanı olmanın gurur verici olduğunu düşünüyorum.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Daha iyi imkân çıkarsa mevcut firmamdan ayrılmamın ayıp olmadığını düşünüyorum.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Firmama çok şey borçluyum.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu firmanın amaçlarını benimsiyorum.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Biraz daha fazla para için mevcut işyerimi değiştirmeyi ciddi olarak düşünmezdim.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mevcut firmamdan ayrılmayı birlikte çalıştığım insanları yarı yolda bırakmak istemem.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu firmayı bırakmayı düşünemeyecek kadar az iş seçeneğim olduğunu düşünüyorum.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu firmanın meselelerini gerçekten kendi meselelerim gibi hissediyorum.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Firmam maddi olarak zor durumda olsa bile onu asla bırakmam.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Firmama karşı güçlü bir aidiyet hissim yok.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
İstesem de şu anda firmamdan ayrılmak benim için çok zor olurdu.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu firmanın benim için çok kişisel (özel) bir anlamı var.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1-Kesinlikle katılmıyorum.	2	3	4	5	6	7-Kesinlikle katılıyorum.
Benim için avantajlı olsa da firmamdan şu anda ayrılmamın doğru olmadığını hissediyorum.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu işyerinden ayrılp başka bir yerde sıfırdan başlamak istemezdim	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu firmaya kendimi duygusal olarak bağlı hissetmiyorum.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu firmaya sadakat göstermenin görevim olduğunu düşünüyorum.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Başka bir işyerinin buradan daha iyi olacağını garanti yok, burayı hiç olmazsa biliyorum.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. Lütfen sizin için en uygun seçeneği işaretleyiniz.

	1-Kesinlikle katılmıyorum.	2	3	4	5	6	7-Kesinlikle katılıyorum.
Bu işletme benim katkılarıma değer verir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu işletme benim harcadığım çabayı takdir eder.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu işletme benim düşünce ve şikayetlerimi önemser.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu işletme benim iyiliğimi ister.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Elimden gelen her şeyi yapsam bile bu işletme bunu farketmez.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu işletme benim çalışma memnuniyetimi umursar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu işletme bana değer verir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu işletme benim başarılarım ile gurur duyduğunu hissettirir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. Lütfen sizin için en uygun seçeneği işaretleyiniz.

	1-Kesinlikle katılmıyorum.	2	3	4	5-Kesinlikle katılıyorum.
Bir birey olarak yöneticimi severim	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yöneticim, herkesin arkadaş olarak isteyebileceği türden bir insandır.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yöneticimle çalışmak oldukça keyif vericidir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Başkaları tarafından aleyhimde davranışlar söz konusu olduğunda, yöneticim beni savunur.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yöneticim işle ilgili konularda, konu hakkında tam bir bilgisi olmasa dahi amirime karşı beni savunur.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dürüstlük içinde bir hata yapacak olsam, yöneticim başkalarına karşı beni savunacaktır	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
İş tanımında yer alan görevlerden daha fazlasını yöneticim için üstlenirim.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
İş grubumdan daha fazla kazanç elde etmek için, normalden daha fazla çaba harcamaya istekliyimdir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yöneticimin mesleğine ilişkin bilgisinden etkilenirim.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yöneticimin işe ilişkin bilgisine ve yeteneğine saygı duyarım.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yöneticimin mesleki becerisine hayranım.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. Lütfen her bir ifadede sizin için en uygun seçeneği işaretleyiniz.

	1-Kesinlikle katılmıyorum.	2	3	4	5	6	7	8	9-Kesinlikle katılıyorum.
Benim mutluluğum çevremdekilerin mutluluğuna çok bağlıdır.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kazanmak her şeydir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yakın çevrem için kişisel çıkararımdan fedakarlık ederim.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Başkaları benden daha başarılı olduğunda rahatsız olurum.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yakın çevremdekilerin birbirleriyle uyumunu muhafaza etmek benim için önemlidir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
İşimi başkalarından daha iyi yapmak benim için önemlidir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Komşularıyla ufak tefek şeyleri paylaşmak hoşuma gider.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
İş arkadaşlarımla iyiliği benim için önemlidir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rekabet doğanın kanunudur.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
İş arkadaşlarımdan biri ödül kazansa gurur duyarım.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Özgün bir birey olmak benim için önemlidir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Başkası benden daha başarılı olduğu zaman kendimi gergin ve kamçılanmış hissederim.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Çoğu zaman kendi bildiğim gibi yaşam.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yakın çevrem kararlarına saygı göstermek benim için önemlidir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1-Kesinlikle katılmıyorum.	2	3	4	5	6	7	8	9-Kesinlikle katılıyorum.
Başkalarına güvenmektense kendime güvenirim.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ne fedakarlık gerekirse gereksin aile bireyleri birbirlerine kenetlenmelidirler.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Anne-baba ve çocuklar mümkün olduğu kadar birlikte kalmalıdır.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Başkalarından bağımsız bireysel kimliğim benim için çok önemlidir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kendi isteklerimden fedakarlık yapmak gerekirse de aileme bakmak benim görevimdir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bireysel kimliğim benim için çok önemlidir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ben başkalarından ayrı özgün bir bireyim.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yakın çevremde çoğunluğun isteklerine saygı gösteririm.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kendine özgü ve başkalarından farklı olmaktan hoşlanırım.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bir karar vermeden önce yakın arkadaşlara danışıp onların fikirlerini almak önemlidir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maddi güçlük içinde olan bir akrabama imkanlarım ölçüsünde yardım ederim.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rekabet olmadan iyi bir toplum düzeni kurulamaz.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
İnsan hayatını başkalarından bağımsız olarak yaşamalıdır.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Çok hoşuma giden bir şeyden ailem onaylamazsa vazgeçerim.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Başkalarıyla işbirliği yaptığım zaman kendimi iyi hissederim.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1-Kesinlikle katılmıyorum.	2	3	4	5	6	7	8	9-Kesinlikle katılıyorum.
Başkalarıyla rekabet edebileceğim ortamlarda çalışmak hoşuma gider.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
İnsanlara açık ve dosdoğru konuşmayı tercih ederim.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Çocuklara vazifenin eğlenceden önce geldiği öğretilmelidir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Benim için zevk başkalarıyla vakit geçirmektir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Başarı hayattaki en önemli şeydir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eğer başarılı oluyorsam bu benim yeteneklerim sayesinde.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yakın çevremle fikir ayrılığına düşmekten hiç hoşlanmam.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ailemi memnun edecek şeyleri nefret etsem de yaparım.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. Katılımınız için teşekkürler. Çalışmanın sonuçlarının bir özetini almak istiyorsanız, lütfen e-posta adresinizi aşağıdaki kutuya yazınız.

Tuğba Aydoğdu

Appendix O: Informed Consent Form (Turkish)

Gönüllü Katılım Formu

Bu proje güç faktörünün çalışanlar ve yöneticileri arasındaki sosyal ilişkiye dair etkisini kültürlerarası bir bağlamda açıklayıcı bir veri elde etmeyi amaçlamaktadır.

Araştırma İstanbul Bilgi Üniversitesi, Örgütsel Psikoloji Yüksek Lisansında öğrenci olan Tuğba Aydoğdu tarafından yürütülmektedir. Elde edilen veriler Tuğba Aydoğdu'nun yüksek lisans tezinde kullanılacaktır.

Bu araştırmada dört ölçek sunulmaktadır. Ölçeklerin uygulanması tahmini 25 dakika sürmektedir. Lütfen ölçek 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 Tuğba Aydoğdu ile irtibata geçebilirsiniz.

<p>Yukarıdaki çalışmanın amacını ve içeriğini belirten bildiriye okudum, anladım ve araştırmaya katılmayı kabul ediyorum.</p> <p>Lütfen aşağıdaki boşluğa kendi el yazınızla “Bu araştırmaya kendi isteğimle katılıyorum” yazınız.</p> <hr/>	<p>İletişim Bilgileri:</p> <p>Tuğba Aydoğdu</p> <p>Örgütsel Psikoloji Yüksek Lisans Öğrencisi</p> <p>Istanbul Bilgi Üniversitesi</p> <p>e-posta: tugba.a@hotmail.com</p> <p>Telefon: 05377227038</p>
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Appendix P: Informed Consent Form (English)

Informed Consent Form

This project aims to obtain descriptive data about power factor in social relations between follower and their managers in a cross cultural context.

The research is conducted by Tuğba Aydoğdu from İstanbul Bilgi University, Organizational Psychology master's program, and it will be used as master thesis.

Four questionnaires will be applied in this research. Answering the questionnaire will take about 25 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 Tuğba Aydoğdu 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 had writing as “I voluntarily participate in this study”</p> <p>_____</p>	<p>Contact Information:</p> <p>Tuğba Aydoğdu Masters of Organizational Psychology Istanbul Bilgi University</p> <p>Mail: tugba.a@hotmail.com Phone: 05377227038</p>
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