

**A RESEARCH ON THE SATISFACTION OF THE PERFORMANCE SYSTEM AND THE  
EFFECT OF PERCEIVED LEADERSHIP STYLE IN REDUCING THE NEGATIVE  
EFFECT OF ORGANIZATIONAL CULTURE PERCEPTION ON THE INTENT TO  
LEAVE THE WORK**

**Dr. Bülent DEMİR**

T.C. İstanbul Arel University, demirbtr@gmail.com

**Dr. Gülbeniz AKDUMAN**

Fatih Sultan Mehmet Vakıf University, gulbeniz@akduman.com

**Dr. Zeynep HATİPOĞLU**

Nişantaşı University, zynhatipoglu@gmail.com

**ABSTRACT**

The main purpose of this study is to investigate the satisfaction of the performance system and the effect of perceived leadership style in reducing the negative effect of organizational culture perception on the intent to leave the work. A five-part questionnaire form was used as data collection tool in the study. Sampling is included in all of the survey forms that are applied to 306 white-collar workers who are easily accessed by sampling online. The first part of the data collection tool is a personal information form. The Multi-Factor Leadership Scale developed by Bass (1985) and adapted to Turkish by Akdoğan (2002) in the second part of the data collection tool was used to evaluate the reliability of the data collected in the third part by Bühler (2006) System Satisfaction Scale was developed by Schwepker (2001), adapted from Turkish by Çalkın (2014), and Organizational Culture Survey developed by Weisbord (1976) and adapted to Turkish by Erkunt (2015) in the fifth chapter It is located. In this study confirmatory factor analysis, item total correlation and Cronbach Alpha tests were applied for the scales. SPSS 15.0 and AMOS 22.0 programs were used in the analysis of the data. As a result of the research, it was concluded that the organizational culture, the transformation leader, the leader who gives freer and liberty and the satisfaction from the performance system have a negative effect on the intention to leave the work. Transformational leadership does not have an intermediary feature between the organizational culture and intent to leave the work. Sustainability and freedom have a mediating role between leadership change, organizational culture and intent to leave work. The negative effect of the organizational culture on the intention to leave the work is significantly reduced by the activist and freedom of leadership behavior. Satisfaction from the performance system has a mediating role between organizational culture and intent to leave work. The organizational culture is significantly reduced by satisfaction from the negative performance performance system on the intention to leave the work.

**Keywords:** Organizational culture, perceived Leadership style, satisfaction from performance system, Intent to leave work.

**1. CONCEPTUAL FRANEWORK**

**1.1. Intent to Leave Work**

The decision of the occupation to leave the current job is called "intention to leave work" (Barlett, 1999). The intention to leave the office is an indication that the employee will decide to leave the job at the slightest opportunity, while not expressing that the employee will be dismissed from the job (Özdevecioğlu, 2004). The intention to leave the workplace is, in a sense, a precursor to the decision to leave the workplace (Tett and Meyer, 1993). The intention to leave the workplace is a decision given by the worker to free his own free will and desire (Griffeth and Hom, 2004). The worker may intend to leave the workplace, from the organization, or from the work for individual reasons (Yücel, Demirel, 2013). The economy of the city and country in which the organization is located and the high rate of development of the occupied sector increase the intention to leave the job as the occupation increases the probability of finding a new job (Shakhbazov, 2018). Organizational factors affecting the occupation's intention to leave the work. The location of the organization, the transportation facilities, the characteristics of the work done, the wage paid to the worker and the benefits offered, intra-organizational processes, satisfaction with managers and colleagues (Cotton and Tuttle, 1986, Şimşek et al., 1986).

Demographic characteristics that cause the employee to enter the intention to leave and research on various reasons feel that individual is made:

- ✓ Why the employee's intention to leave yet to have a lot of work in the summer fields related to demographic, and they could not reach a consensus. Some researchers argue that demographic variables such as gender, age, and marital status do not influence the intention to separate from the work, while those who argue that the intention to leave the job decreases as the age increases (Barak et al., 2001, Eren, 2001, Shakhbazov, 2018) (Eren, 2001, Shakhbazov, 2018), which argue that it is higher than the bachelors.
- ✓ Employees in organizations with talent management applications for those employees' intention to leave the job affects in a negative way (Tarakçı and Öneren, 2018).
- ✓ İşgörenin örgüte bağlılığı arttıkça işten ayrılma niyeti negatif yönde etkilenmektedir (Steers, 1977; Mobley, 1977; Porter, vd., 1974; Farrell ve Rusbult, 1981; Blau, 1986; Igarria ve R.Siegel, 1992a; Igarria, R.Siegel,1992b; Griffeth vd., 2000, Kahumuza, Schlechter, 2008).
- ✓ There is a negative relationship between job satisfaction and intention to leave the work (Çekmecioğlu, 2005, Coomber and Barriball, 2007, Poyraz and Kama, 2008, Yazicioglu, 2009, Turunç et al., 2010, Anafarta, 2015, Tekingündüz and Kurtuldu, 2015 Erkuş and Hazelnut, 2013, Bayarçelik and Hazelnut, 2016, Lambert et al., 2001, MacIntosh and Doherty, 2010, Zincirkıran et al., 2017, Erdirençelebi and Ertürk, 2018).
- ✓ Psychological violence (mobbing) applied to the workforce increases the intention to leave the workforce in the positive direction (Erdirençelebi and Filizöz, 2016, Quine, 1999, Simons, 2008, Sökmen and Mete, 2015).

The separation of the work from the work has many damages in the materialist and spiritual direction. cost of recruitment and be a very time consuming process, newly hired tangible and intangible costs associated with the employee's work adaptation period, given the negative perceptions created by the external environment of employee loss is obvious negative impact on the organization's losing experienced employees Thani (Carder and Do, 2018) . Here's leaving employees who are living in anxiety and restlessness leads to other employees (Kanten, 2014).

The recruitment to reduce the intention to leave the employee is not according to the person hiring the appropriate element is received, the common target for interoperability identify with the employee's goals administrator, ensuring the development and motivation, implementation of employee-based reward system will be useful (Sanderson, 2003).

## 1.2. Perceived Leadership Style

Leadership has become one of the most debated issues in the management process, and despite the difference in meaning between management and leadership concepts, it is still a completely unresolved question that these two concepts are used synonymously. While leadership is defined as motivating and directing people in the direction of achieving a common goal, management refers more to the concept of formal organizational structure.

The difficulty in defining the concept of leadership stems from the fact that it is multidimensional. When the relevant literature is examined, it appears that leadership is defined in many different forms:

- ✓ Leadership is the directing of occupations of individuals with effective powers such as charismatic or expertise to the common goal (Baysal and Tekarslan, 2004).
- ✓ It is called "leadership" to bring people together and direct them towards a goal (Doğan, 2007).
- ✓ "Leadership" and "Leader" are the names given to contribute to positive achievement of the Group's goals (Bass, 1985).
- ✓ Leadership is to direct the activities of the people in the direction of the aim (Kayalar, Özmutaf, 2008).

- ✓ Leadership has a positive impact on occupations (Argyris, 1976)
- ✓ Leadership is a competence and art that enables decisions and plans to become real (Şahin and Temizel, 2007).
- ✓ Leadership aims to orient the workplaces in line with the organizational goals and to work with motivation towards the target (Aytürk, 2007).

When we look at the etymological root of the "leader" word, which is the English word for the leader's word, the word "lead" leads; The leaden verb means to travel. We can move from here; the leader leads the person who travels with him. Although the leader's word is very similar to the pronunciation of English, it is preferred in use, but the meaning of this word in Turkic is in fact the leading word. The leader gives the meaning of what the pioneer says and does (Drucker and Maciariello, 2007). Leaders are those who are separated from others because of their intelligence, sociality, patience, compatibility, verbal competence, and high energy they have (Kellerman, 2008).

Leadership is still a totally unexplained concept, it is not clearly defined in terms of inner workings and precise dimensions, but it is known to have a great influence on the existence and performance of people. Different definitions have been developed by many different researchers on leadership, the only common point being the role played by "influence" in the leadership process. Influence is that a person fulfills another person's suggestions or orders. The leader is the person who, in order to reach a certain goal, moves to act in a voluntary manner by influencing other individuals. Leadership is a process related to the work that the leader has done and in this process the leader is trying to influence certain activities of the others and to achieve certain goals under certain circumstances. So the leadership process is based on the principle that the leader can influence others (Cohen, 2010).

The variables that influence the concept of leadership are leaders, followers and conditions. Leadership; f (leader, followers, conditions) (Ertürk, 2001). The behavior of the leader is determined by the behaviors exhibited in the different conditions of the style. Leadership style is shaped by the personal, cognitive and social competencies that one possesses, the style of leadership, the inner workings of the inner world, personal characteristics and motivation needs (Kets de Vries, 2007). In traditional sense, the behaviors exhibited by the leaders are classified as follows:

- ✓ **Autocratic Leadership:** The management model in which every decision is taken by the leader, the unconditional compliance of orders and orders in his subordinates is demanded, and the subordinates are directed entirely by their superiors (Şafaklı, 2005, Tagraf and Çalman, 2009). It is a model of leadership that reduces the creativity and motivation of the businessmen and supports the group members at the lowest level since the participation of the employees is blocked. (Bakan and Büyükbeşe, 2010; Autocratic leadership, which represents an inelastic management model, is an effective model because it enables decisions to be taken very quickly in crises and wars (Sabuncuoğlu and Tüz, 2013).
- ✓ **Democratic-Participatory Leadership:** This leadership model can fail when it is necessary to act urgently because the employees participate in the decision-making stages together with the managers and the opinions and suggestions are valued and listened to by the leadership (Tengilimoğlu, 2005).
- ✓ **Bureaucratic Leadership:** It is a model that has rules that must be strictly adhered to for all the work that will be done by workers, and that there are strict sanctions if they are not followed (Canbolat, 2016). It is a system where the hierarchy is high and the control systems are tightly applied (Akdemir, 2008)
- ✓ **Freedom Leading Leadership:** It is the model of leadership that allows employees to move by doing their own plans and programs, without the need for management authority (Eren, 2004). The leader is a common mode when communication and management skills are not enough (Canbolat, 2016). Decisions can not be taken quickly because the leading workshops are released, and the workshops that need to be guided are not directed either (Eğriboyun,

2015).

Behavioral approaches exhibited by leaders in modern sense are listed below:

- ✓ **Transformational Leadership:** It is the type of leadership that motivates and acts as a role model, addressing the needs of subordinates, turning their potential into performance (Burns, 1978). Transformational leadership is a future-oriented relationship, a change-oriented relationship between leaders and their followers. Managers who collaborate with managers and employees for innovation. It empowers employees appropriately, works with them to support the emergence and development of innovative ideas, and to emerge new innovative leaders.
- ✓ **Transactional Leadership:** A model of leadership that relies on history and tradition, an interactive relationship between its followers and trying to preserve the current situation (Imrek, 2004). The leader of this model clearly determines the duties and responsibilities of the working team and imposes sanction or penalty sanction according to the result (Kinicki and Kreitner, 2006). In this model, after clearly identifying and identifying the leader's objectives, he applies the sanction according to the attainment of the target once the audience has explained their expectations in detail. High performance can be achieved when individual and group goals are aligned (Schultz and Schultz, 2010).
- ✓ **Charismatic Leadership:** Leadership model that influences and directs viewers with personal characteristics such as influence, trust, and motivation (Friedman, 2000). Charismatic leaders are those who live with high moral standards, who do not avoid taking risks to solve problems, and who, if necessary, gain the appreciation of their followers with self-sacrificing attitudes (Gardner, 2003). Charismatic leadership is a concept of leadership that needs change constantly, triggers change, does not hesitate to take risks, takes initiative, loves entrepreneurship and results-oriented leadership (Karakas, 2009). The charismatic leader is an innovative leader in personality. It accelerates the innovation process in business by transferring it to energy employees who will improve an innovative vision and expected performance.
- ✓ **Strategic Leadership:** Organizations that are constantly developing new strategies for sustainability and profitability need the beliefs and practices that they have developed and implemented. Strategic leaders are the strategic leaders who will guide the implementation of strategies within the organization by embracing them, that is, in order to make the strategy successful or unsuccessful in a sense (Koçel, 2015). It is a model of leadership that uses hierarchical power to build innovation processes and processes, leads innovative talents to employees, directs employees to innovation by giving appropriate tasks to appropriate employees (Baltas, 2008).

Today, the generally accepted view is that a single style of leadership is not sufficient to ensure success in all circumstances. For this reason, when determining the leadership style for sustainable innovation, managers should be able to accurately assess their employees and their work structure and choose the most appropriate leadership styles for the company. In this way, it will be possible for employees to increase their work motivation and for the operator to achieve a higher innovation performance.

It is not because the leader is in a position of power, but because he is able to drag his team and pursue them in the direction of a common goal (Solmi, 2007). The leader is the person who works together with his team in the direction of the common target and is successful. Leaders should get results (Ulrich and Smallwood, 2009). The most important success criterion of the leader is the performance of team members who work together. Leaders who want to create high-performance teams need to hire talented people to make their appointments, job expectations, and keep their development constant (Baltas, 2012). The lack of trust in the performance system of subordinates and the fact that

superiors feel that performance can not be assessed correctly affects performance negatively (Levinson, 2011).

### 1.3. Satisfaction from the Performance System

Performance systems are one of the main issues that are on the agenda of top executives of long-standing organizations. The issue that has come to the fore most recently is related to the "performance evaluation approach" of the method by which performance should be measured. Because it is unclear which processes, methods and tools should be used in order to manage organizational performance effectively, researches have been directed towards this direction. However, it is not possible to talk about a performance evaluation system that is appropriate for every situation and every organization. The method chosen should be the most appropriate method for the need for braids (Magsoodi, 2018).

In today's business life, many businesses have a performance evaluation system. Businesses with particularly clear goals are organizing these targets in the department and employees. This approach is important for the employees to feel more confident if they follow the processes of the management. Because a measurable system exists, it prevents the perception that employees are subjected to subjective evaluations. However, the use of performance data for effective functioning of other human resource functions also facilitates the work of the human resources team. Performance results are taken into consideration in training, decision making, talent management, wage management, recruitment or recruitment decisions. Assessing employees with objective criteria is an important source of data in determining the effectiveness and fairness perceptions of business practices (Kavanagh, Benson and Brown, 2007). It is seen as one of the frequently used methods especially in evaluating the results of employees' direct applications. Therefore, it is considered that the evaluations of the evaluations of the effectiveness of a system should be taken into consideration (Soysal and Kiran, 2007). Some evaluations of measurement have argued that the measure is focused on today and in the past, and therefore insufficient to qualify the future for the future. However, the likelihood of an organization where the strategies are prominent and the performance objectives and strategies are related is more likely than the organizations that do not have this planning. Therefore, the main success criterion is the strategic priorities of the organization.

Performance evaluation and performance management are mostly used in the same sense, but they have significant differences. Performance evaluation can be expressed as a dynamic structure, determining the level of expected performance from the worker and evaluating the skills of the employee in achieving this level (Turan, 2008). Performance management is the expression of a system that includes performance evaluation. This system includes main agenda topics of human resources such as selection and placement decisions, determination of the inputs to be provided to the orientation process, regulation of the wage system, career planning applications, training activities, design of the work process (Behn, 2003). Performance management is a development process in which the organization must achieve what it needs to achieve its key success goals, and for which all employee-oriented plans are made. Responsibility belongs to all managers with human resources (Armstrong, 2009). It is seen that the trust factor is positively affected in a structure in which all responsibility is jointly undertaken, and employee satisfaction is also positively affected (Mayer and Davis, 1999). Making the organization's performance system targeted and using the right measurement methods is critical. However, the fact that this process is dynamic and continuous improvement must always be considered. Effective performance management systems should provide the following four standards (Barutçugil, 2015):

- ✓ It should set fairly "tight" targets. The effectiveness and validity of a management system depends on its ability to determine tight but achievable goals that will deliver the highest level of performance.
- ✓ The management system should direct the action forces, not the results. Traditionally, plans, commitments and decisions are expressed in financial statements. Managers focus their attention here only if the financial objectives are on the frontline, but the financial objectives

need to be integrated into operational objectives in effective performance management.

- ✓ The management system should be able to focus operational analysis on the discovery and understanding of the underlying causes that affect performance.
- ✓ They should appreciate and reward good decisions, not just good results. In high-performance management systems, multi-dimensional connections of organizations are facilitated.

All of these elements are the basis of the performance system's success. It is also important to use tools for feedback, motivation and employee development in the process of success (DeNisi and Murphy, 2017). Other factors that affect perceptions of employees' performance system are; personality traits and performance traits. The fact that these criteria relate to concrete behavior requires that a maximum of ten evaluation criteria be included, be clear enough to be understood by all, and be approved by the employee.

#### 1.4. Organizational Culture

There are many different definitions made by different writers about culture. Cultural anthropologists have discovered that there are 164 different definitions of the concept of culture. The culture word is in the Turkish Language Association dictionary; "The whole of material and spiritual values created in the historical, social development process, and the whole of the tools, hars, crop" (Sun, 2011), which are used to create them, to transmit them to the next generation, to measure the sovereignty of human natural and social environment. Culture determines the way in which people perceive the world, events and persons, and helps people to understand the attitudes, behaviors, evaluations, beliefs and lifestyles of the people who are part of the same community (Narsap, 2006). Organizational culture refers to the beliefs, attitudes and habits that determine and direct the behavior of employees and groups. Organizational culture is also defined as a subculture of social culture (Eren, 2000).

However, the first studies on organizational culture have been studied by Peters and Waterman in America, and by Pascale and Athos in Japan. Organizational Culture, also referred to in the literature as Company Culture, Corporate Culture and Business Culture; Is a set of assumptions that have been proven by a particular group to have proved to be valid, both in terms of adaptation to the environment and in their internal integration, and thus being taught as the right way to perceive, think and feel the new members' programs (Schein, 1976; İşcan and Timuroğlu, 2016). Organizational culture has been a long-standing issue, but the recent concentration of environmental uncertainty and complexity has been influential (Cameron and Quinn, 2006). Especially, how the works are done, how the technology is used, the way of thinking of people, the way of communication, the description of the distance between management and management, and the organization structure of these factors give direction to research in this area (Sheng, Pearson and Crosby, 2003).

There is a strong influence of the leader on organizational culture, but the main factor that constitutes culture is the value that everyone adopts. Cross-culturalism provides a framework for guiding employee attitudes. It is rather difficult to understand the culture of the organization when you look at it from the outside (Bateman, Snell, 2016). The values adopted according to Schein's model are manifested in the organization's vision, mission and procedures written in the organization, but the most important element is behavior (Woods and West, 2016). Cultural elements are not limited to values. In addition to values, norms (non-written patterns of behavior) and beliefs (discrimination of right and wrong) are also cul- tural shapers (Schein, 2008). Rue and Beyers organizational culture; as an invisible entity within the organization. They stated that this entity is manifested by strong, often unwritten rules, prejudices, communication (Yücel, 2009). Along with all of these, the associations and approaches to the stakeholders, their assumptions, the symbols used, the rituals and the stories about the organization are also cultural indicators.

Organizational culture refers to a value system shared by organizational members that distinguishes an organization from other organizations. There are seven basic qualities that constitute the essence of an organization's culture (Robbins and Judge, 2012):

- ✓ **Innovation and risk taking:** The degree to which employees are encouraged to innovate and take risks.
- ✓ **Attention to detail:** The degree to which employees are expected to be sensitive and attentive to detail and to analyze them.
- ✓ **Conclusion Focus:** The extent to which management focuses on outcomes or objectives from the techniques and processes used to achieve them.
- ✓ **Human Orientation:** The tendency to take into account how employees will be influenced by management's decisions.
- ✓ **Team orientation:** The degree to which individual activities are organized according to teams.
- ✓ **Aggression:** The degree of aggressiveness and competitiveness that is far more than the harmony of employees' behavior.
- ✓ **Stability:** The degree to which organizational activities are maintained in the current situation rather than in development.

All these qualities show a variability from low to high, and they form an image when defining braids.

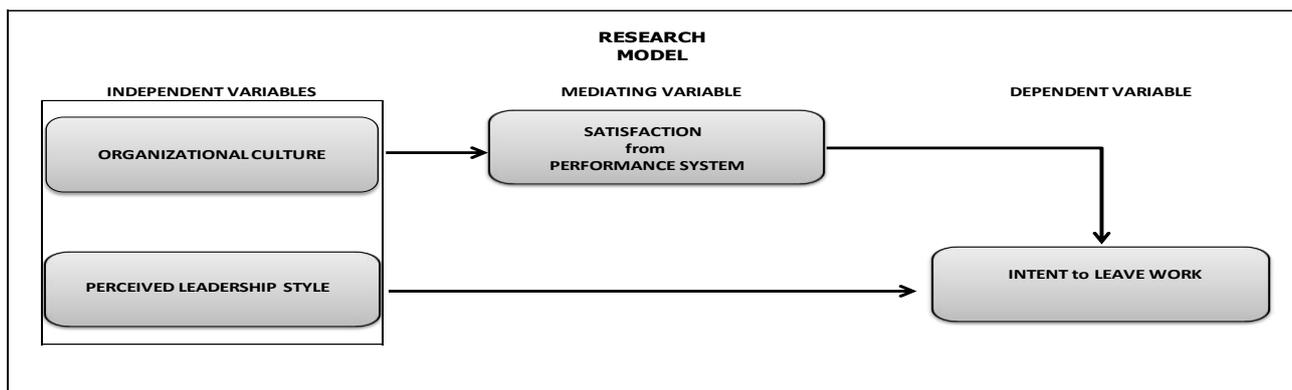
## 2. RESEARCH

### 2.1. The Purpose and Importance of Research

The main purpose of this study is to investigate the satisfaction of the performance system and the effect of perceived leadership style in reducing the negative effect of organizational culture perception on the intent to leave the work. The research is expected to contribute to the theoretical and practical aspects of the literature. The theoretical contribution of the research is that the satisfaction of the performance system and the effect of perceived leadership style in reducing the negative effect of organizational culture perception on the intent to leave the work are examined in a holistic model and filling the gap in this area. The contribution of the research in practice is that the satisfaction of the performance system and the effect of perceived leadership style in reducing the negative effect of organizational culture perception on the intent to leave the work are tested.

### 2.2. Variables and Model of Reserach and Hypohteses

In this research, the satisfaction of the performance system and the effect of perceived leadership style in reducing the negative effect of organizational culture perception on the intent to leave the work will be examined and our hypotheses with variables will be explained. In the research, organizational culture and perceived leadership style are considered as independent variables, satisfaction from performance system considered as an mediating variable and intent to leave work considered as an dependent variable.



## Research Hypotheses

H1: Organizational culture has a negative and significant effect on intent to leave work.

H2: Perceived leadership style has a negative and significant effect on intent to leave work.

H3: Satisfaction from performance system has a negative effect on intent to leave work.

H4: There is a mediating effect of satisfaction from performance system between organizational culture, perceived leadership style and intent to leave work.

### **2.3. Scope of Research, Data Collection Technique and Main Mass**

A five-part questionnaire form was used as data collection tool in the study. In the first part of the data collection tool, participants' personal information form is composed of gender, marital status, number of children, age, education level and total study time

In the second part of the data collection tool, Multi Factor Leadership Scale developed by Bass (1985) and adapted to Turkish by Akdoğan (2002) and its reliability and validity are given. The scale consists of 36 items and 3 dimensions (transformation leader leadership, sustainable leadership and leadership recognition). There are a total of 6 sub-dimensions, 3 of which are transformational leaders (charismatic, intellectual stimulation, individual support) and 3 of sustainable leadership (pay-by-case, exception-by-exception-by-exception-by-exception-by-case-by-case). The scale consists of the 5-point likert type (1-never, 5-always) expressing the leadership behavior of the managers. The total score of the scale is not taken, and the occupational perception of which leadership style the managers exhibit according to the scores obtained from each dimension is evaluated (Başaran, 2006).

In the third part of the data collection tool, the Satisfaction Scale from the Performance Evaluation System developed by Buehler (2006) and adapted to Turkish by Kayapalı (2012). The scale consists of 18 items and 3 sub-dimensions (adequate notification, fair sense, evidence-based judgment). The scale consists of the 5-point likert type (1- absolutely disagree, 5 strictly agree) expressing the success levels determined as a result of performance evaluation and how the rewards are perceived (Kayapalı, 2012).

In the fourth part of the data collection tool, there is an Intrapersonal Intention Scale developed by Schwepker (2001) and adapted to Turkish by Çalkın (2014). The scale consists of 6 items and one sub-dimension. The scale consists of a 5-point likert type (1-strictly, 5-strictly agree) expressions of intent to leave the work (Çalkın, 2014).

In the fifth part of the data collection tool, the Organizational Culture Questionnaire developed by Weisbord (1976) and adapted to Turkish by Erkunt (2015) is included. The scale consists of 30 items and 6 sub-dimensions. The scale consists of a 5-point likert type (1-strongly disagree, 5-strictly agree) expressing organizational culture (Erkunt, 2015).

In this study confirmatory factor analysis, item total correlation and Cronbach Alpha tests were applied for the scales. SPSS 15.0 and AMOS 22.0 programs were used in the analysis of the data. Scale scores are presented as mean, standard deviation and skewness descriptive statistics table.

In the model of confirmatory factor analysis and structural equality, the ratio of the chi-square ( $X^2$ ) statistic to the degree of freedom ( $X^2 / sd$ ), the statistical significance of the estimated individual parameter estimates (t value), "residue based" (SRMR, GFI) (NFI, NNFI, CFI) "and" mean square root of approximate errors (RMSEA) "are used in this study (Çokluk, Şekercioğlu and Büyüköztürk, 2010; Bayram, 2010).

Item-total correlation and Cronbach Alpha from the item analysis methods applied within the reliability study explains the relationship between the scores obtained from the test items and the total score of the test. The positive and high item-total correlation indicates that the items simulate similar behaviors and indicates that the internal consistency of the test is high. In general, it can be said that substances with a substance-total correlation of 0.30 and higher distinguish individuals well and that substances between 0,20-0,30 can be tested if they are found to be compulsory. Cronbach Alpha

shows internal consistency and is generally expected to be over 0.70. It shows how the two substances distinguish individuals in terms of measured behavior (Büyüköztürk, 2011). The skewness coefficient was used in the normality test of the scale and subscale scores. It can be interpreted that the scores within the  $\pm 1$  skewness coefficient used in the normal distribution feature of continuously obtained variants do not show a significant deviation from the normal distribution (Büyüköztürk, 2011).

## 2.4. Demographic Characteristics of Main Mass

306 employees working in various sectors participated in the research. 39.2% of the participants were women and 60.8% were men. 36.9% of participants were single and 63.1% were married. 48.7% of the participants have no children, 25.2% have 1 child and 26.1% have 2 or more children. 5.6% of participants were baby boomers (1946-1964), 36.9% were X generation (1965-1979) and 57.5% were Y generation (1980-1999). 44.4% of the participants were educated at the university and 55.6% were educated at the graduate level. 11.1% of participants have a total working time of 2 years or less, 18.6% of 3-5 years, 21.9% of 6-10 years, 48.4% of 11 years or more.

## 3. FINDINGS

### 3.1. Multi-Factor Leadership Scale Confirmatory Factor Analysis Results

Confirmatory factor analysis was carried out by establishing item factor relationship (36 items, 3 dimensions, 7 sub dimensions) in accordance with the original structure of the multi-factor leadership scale and factor loadings of 7 items (m6, m13, m15, m19, m22, m4, m17) 36 items and seven sub-dimensional constructs were not at acceptable levels (Table 1).

Table 1. Multi-Factor Leadership Scale Confirmatory Factor Analysis Compliance Indexes

Model Fit Indexes	First CFA 24 items 7 dims	Last CFA 29 items 7 dims	Compliance Values	
			Acceptable	Good / Very Good
X <sup>2</sup> /sd	1,76	1,41	0 < X <sup>2</sup> /sd < 5	0 < X <sup>2</sup> /sd < 3
RMSEA	0,07	0,05	0,00 ≤ RMSEA ≤ 0,10	0,00 ≤ RMSEA ≤ 0,05
SRMR	0,10	0,06	0,00 ≤ SRMR ≤ 0,08	0,00 ≤ SRMR ≤ 0,05
GFI	0,77	0,85	0,90 ≤ GFI ≤ 1,0	0,95 ≤ GFI ≤ 1,0
NFI	0,68	0,79	0,90 ≤ NFI ≤ 1,0	0,95 ≤ NFI ≤ 1,0
NNFI	0,82	0,92	0,90 ≤ NNFI ≤ 1,0	0,95 ≤ NNFI ≤ 1,0
CFI	0,83	0,93	0,90 ≤ CFI ≤ 1,0	0,95 ≤ CFI ≤ 1,0

Correlation between dimensions (r)=0,75 / -0,52 / -0,72

In order to improve the model adaptation indices, the compliance indices of the covariance links (m9-m10, m25-m36, m28-m33) after reaching acceptable levels after subtracting 7 items with low factor load (m6, m13, m15, m19, m22, m4, m17) (Table 1). The factor loadings vary from 0.49 to 0.83 according to the confirmatory factor analysis results of the model. According to the results obtained, the Multi-Factor Leadership Scale consisted of 29 items and 7 dimensions and item factor relationship was found appropriate (Table 2).

Table 2 Multi-Factor Leadership Scale CFA and Reliability Analysis Results

Dimension, Sub Dimension and items	Std. $\beta$	SH	t	R <sup>2</sup>	r	$\alpha$
<b>TRANSFORMATIONAL LEADERSHIP</b>						<b>0,90</b>
<b>Charismatic / Inspiring</b>						<b>0,87</b>
m9	0,52			0,27	0,45	
m10	0,62	0,19	7,22**	0,38	0,54	
m14	0,69	0,24	6,41**	0,48	0,64	
m18	0,69	0,27	6,40**	0,48	0,63	
m23	0,70	0,22	6,42**	0,48	0,61	
m25	0,63	0,23	6,03**	0,40	0,59	
m34	0,68	0,20	6,34**	0,46	0,60	
m36	0,79	0,25	6,81**	0,62	0,73	
<b>Intellectual Stimulation</b>						<b>0,80</b>
m2	0,56			0,32	0,43	
m8	0,65	0,18	6,48**	0,42	0,46	
m30	0,78	0,22	7,21**	0,62	0,62	

m32	0,81	0,23	7,29**	0,65	0,65	<b>0,79</b>
<b>Individual Support</b>						
m29	0,76			0,57	0,63	
m31	0,72	0,11	8,92**	0,51	0,52	
m35	0,78	0,10	9,61**	0,61	0,61	
<b>TRANSACTIONAL LEADERSHIP</b>						<b>0,78</b>
<b>Addicted</b>						<b>0,70</b>
m1	0,52			0,27	0,34	
m11	0,73	0,23	5,74**	0,53	0,46	
m16	0,74	0,25	5,75**	0,54	0,49	
<b>Exceptions Management (Active)</b>						<b>0,73</b>
m21	0,49			0,24	0,41	
m24	0,63	0,20	5,36**	0,40	0,44	
m26	0,76	0,22	5,75**	0,58	0,53	
m27	0,71	0,20	5,63**	0,50	0,51	
<b>Exceptions Management (Passive)</b>						<b>0,70</b>
m3	0,59			0,35	0,44	
m12	0,83	0,20	6,48**	0,69	0,55	
m20	0,57	0,17	5,81**	0,33	0,30	
<b>FREEDOM LEADING LEADERSHIP</b>						<b>0,85</b>
m5	0,79			0,62	0,66	
m7	0,81	0,10	10,15**	0,65	0,68	
m28	0,65	0,10	8,31**	0,43	0,69	
m33	0,70	0,11	8,91**	0,49	0,71	

When the results of the reliability analysis were examined, Conversionist Leadership dimension Cronbach Alpha coefficient 0.90; the alpha coefficients of sub-dimensions are calculated as 0,87 - 0,80 and 0,79 respectively. Sustainability Leadership dimension Cronbach Alpha coefficient 0.78; the alpha coefficients of the sub-dimensions are calculated as 0,70 - 0,73 and 0,70, respectively. Leadership dimension that recognizes freedom is calculated as Cronbach Alpha coefficient 0.85. For all the items in the measurement, item-total correlations were found to be higher than 0.30 (between 0,30 and 0,73) (Table 2). Based on the results of the confirmatory factor and the principal components analysis, it was found that the scale was a reliable and valid scale with 29 items and 7 dimensions.

### 3.2. Results of Confirmatory Factor Analysis of the Satisfaction Scale from Performance Appraisal System

In confirmatory factor analysis, which was established by establishing item factor relation (18 items, 3 sub-dimensions) according to the original structure of the Performance Evaluation System, it was determined that the factor loadings and error variances of the items were appropriate and that the compliance indices of 18 items and seven sub-dimensions were partially acceptable. (Table 3).

Table 3. Satisfaction Scale from the Performance Evaluation System Confirmatory Factor Analysis Compliance Indexes

Model Fit Indexes	Compliance Values			
	First CFA 18 items 6 dims	Last CFA 18 items 6 dims	Acceptable	Good / Very Good
X <sup>2</sup> /sd	2,31	1,85	0 < X <sup>2</sup> /sd < 5	0 < X <sup>2</sup> /sd < 3
RMSEA	0,10	0,07	0,00 ≤ RMSEA ≤ 0,10	0,00 ≤ RMSEA ≤ 0,05
SRMR	0,07	0,05	0,00 ≤ SRMR ≤ 0,08	0,00 ≤ SRMR ≤ 0,05
GFI	0,85	0,88	0,90 ≤ GFI ≤ 1,0	0,95 ≤ GFI ≤ 1,0
NFI	0,79	0,85	0,90 ≤ NFI ≤ 1,0	0,95 ≤ NFI ≤ 1,0
NNFI	0,84	0,90	0,90 ≤ NNFI ≤ 1,0	0,95 ≤ NNFI ≤ 1,0
CFI	0,86	0,92	0,90 ≤ CFI ≤ 1,0	0,95 ≤ CFI ≤ 1,0

Correlation between dimensions (r)=0,75 / -0,52 / -0,72

As a result of the covariance links (m1-m2, m5-m6, m11-m12, m16-m17) to improve the model adaptation indices, it was determined that the compliance indices reached acceptable levels (Table 3).

According to the confirmatory factor analysis results of the model, the factor loads vary between 0,45 and 0,80. According to the results obtained, it was determined that the Satisfaction Scale from the

Performance Evaluation System was composed of 18 items and 3 dimensions and item factor relation was appropriate (Table 4).

Table 4. Satisfaction Scale from the Performance Evaluation System CFA and Reliability Analysis Results

Dimension, Sub Dimension and items	Std. $\beta$	SH	t	R <sup>2</sup>	r	$\alpha$
<b>Adequate Notification</b>						<b>0,81</b>
m1	0,45			0,20	0,41	
m2	0,46	0,17	5,90**	0,21	0,40	
m3	0,76	0,31	5,50**	0,58	0,57	
m4	0,68	0,29	5,29**	0,46	0,57	
m5	0,73	0,35	5,41**	0,54	0,56	
m6	0,66	0,33	5,19**	0,44	0,59	
<b>Fair Announcement</b>						<b>0,80</b>
m7	0,71			0,51	0,57	
m8	0,61	0,12	7,21**	0,37	0,49	
m9	0,58	0,12	6,92**	0,34	0,48	
m10	0,73	0,13	8,44**	0,53	0,55	
m11	0,56	0,11	6,67**	0,32	0,50	
m12	0,53	0,14	6,32**	0,28	0,44	
<b>Judgement Based on Evidence</b>						<b>0,87</b>
m13	0,73				0,57	
m14	0,78	0,09	10,11**	0,53	0,61	
m15	0,80	0,10	10,37**	0,61	0,64	
m16	0,75	0,11	9,61**	0,64	0,59	
m17	0,59	0,10	7,53**	0,35	0,43	
m18	0,72	0,10	9,28**	0,52	0,57	

When the reliability analysis results were examined, the Cronbach Alpha coefficient of the scale was 0.89; the alpha coefficients of sub-dimensions are calculated as 0,81 - 0,80 and 0,87, respectively. It is seen that the item-total correlations for all the items in the measurement are higher than 0.30 (between 0,40 and 0,64) (Table 4). According to the results of the confirmatory factor and the basic components analysis, the findings were found to be reliable and valid with a scale of 18 items and 6 dimensions.

### 3.3. Intention to Leave Scale Confirmatory Factor Analysis Results

Confirmatory factor analysis was carried out by establishing item factor relationship (6 items, single sub-dimension) in accordance with the original structure of the Intrapersonal Intention Scale and it was determined that the factor load and error variance of a material (m3) was not appropriate and the fit indexes of the model were not at acceptable levels (Table 5)

Table 5. Intention to Leave Compliance Scale Confirmatory Factor Analysis Indexes

Model Fit Indexes	Compliance Values			
	First CFA 6 items	Last CFA 5 items	Acceptable	Good / Very Good
X <sup>2</sup> /sd	8,71	3,82	0 < X <sup>2</sup> /sd < 5	0 < X <sup>2</sup> /sd < 3
RMSEA	0,21	0,12	0,00 ≤ RMSEA ≤ 0,10	0,00 ≤ RMSEA ≤ 0,05
SRMR	0,06	0,04	0,00 ≤ SRMR ≤ 0,08	0,00 ≤ SRMR ≤ 0,05
GFI	0,87	0,96	0,90 ≤ GFI ≤ 1,0	0,95 ≤ GFI ≤ 1,0
NFI	0,88	0,95	0,90 ≤ NFI ≤ 1,0	0,95 ≤ NFI ≤ 1,0
NNFI	0,82	0,93	0,90 ≤ NNFI ≤ 1,0	0,95 ≤ NNFI ≤ 1,0
CFI	0,89	0,96	0,90 ≤ CFI ≤ 1,0	0,95 ≤ CFI ≤ 1,0

Correlation between dimensions (r)=0,75 / -0,52 / -0,72

In order to achieve the model fit, the item factor load was subtracted from the 1 item (m3) scale, which was not suitable, and it was determined that the compliance indices reached acceptable levels (Table 5).

Factor loadings vary from 0.69 to 0.76 according to confirmatory factor analysis results for the model. According to the results obtained, it was determined that the scale of intention to leave was composed of 5 items and one dimension and item factor relation was appropriate (Table 6).

Table 6. Intention to Leave CFA Scale and Reliability Analysis Results

Dimension, Sub Dimension and items	Std. $\beta$	SH	t	R <sup>2</sup>	r	$\alpha$
m1	0,76			0,58	0,70	0,86
m2	0,69	0,11	9,01**	0,48	0,63	
m4	0,76	0,11	9,95**	0,58	0,69	
m5	0,74	0,11	9,74**	0,55	0,68	
m6	0,78	0,10	10,16**	0,60	0,71	

r: Item Total Correlation \*\*p&lt;0,01

When the reliability analysis results are examined, the Cronbach Alpha coefficient of the scale is calculated as 0.86. For all the items in the measurement, item-total correlations are found to be higher than 0.30 (between 0,63 and 0,71) (Table 6). Based on the results of the confirmatory factor and the principal components analysis, the finding that the scale is a reliable and valid scale with 5 items and one dimensional structure was obtained.

### 3.4. Organizational Culture Scale Confirmatory Factor Analysis Results

The correlations between the relationship factor and structure, awards, auxiliary mechanisms and change openness factors were found to be 0, 1, 2, 3, 4, 5, Between 68 and 0.88; correlations between other factors are above 0.90; it was found that the covariance linkage requirement was also high because of the high error variances of the items.

Table 7. Organizational Culture Scale Confirmatory Factor Analysis Compliance Indexes (First)

Model Fit Indexes	First CFA	Compliance Values	
	30 items 6 dims	Acceptable	Godd / Very Good
X <sup>2</sup> /sd	2,13	0 < X <sup>2</sup> /sd < 5	0 < X <sup>2</sup> /sd < 3
RMSEA	0,08	0,00 ≤ RMSEA ≤ 0,10	0,00 ≤ RMSEA ≤ 0,05
SRMR	0,07	0,00 ≤ SRMR ≤ 0,08	0,00 ≤ SRMR ≤ 0,05
GFI	0,76	0,90 ≤ GFI ≤ 1,0	0,95 ≤ GFI ≤ 1,0
NFI	0,76	0,90 ≤ NFI ≤ 1,0	0,95 ≤ NFI ≤ 1,0
NNFI	0,84	0,90 ≤ NNFI ≤ 1,0	0,95 ≤ NNFI ≤ 1,0
CFI	0,86	0,90 ≤ CFI ≤ 1,0	0,95 ≤ CFI ≤ 1,0
Correlation between dimensions (r): 0,98 – 0,93 – 0,82 – 0,99 – 0,92 – 0,90 * - 0,98 - - 0,91 – 0,95 – 1,00 – 0,94 – 0,77 – 0,88 – 0,68			

When the subscales were not considered in the Turkish version of the scale with confirmatory factor analysis (Erkunt, 2015) and the scale was evaluated as a whole, the improvement of the model adaptation indices, the single dimension of the scale as a solution of high correlation between the factors, removal of substances with low factor load was deemed appropriate.

Table 8. Organizational Culture Scale Confirmatory Factor Analysis Compliance Indexes (Last)

Model Fit Indexes	Last CFA	Compliance Values	
	20 items Single dim	Acceptable	Godd / Very Good
X <sup>2</sup> /sd	1,75	0 < X <sup>2</sup> /sd < 5	0 < X <sup>2</sup> /sd < 3
RMSEA	0,06	0,00 ≤ RMSEA ≤ 0,10	0,00 ≤ RMSEA ≤ 0,05
SRMR	0,05	0,00 ≤ SRMR ≤ 0,08	0,00 ≤ SRMR ≤ 0,05
GFI	0,86	0,90 ≤ GFI ≤ 1,0	0,95 ≤ GFI ≤ 1,0
NFI	0,86	0,90 ≤ NFI ≤ 1,0	0,95 ≤ NFI ≤ 1,0
NNFI	0,93	0,90 ≤ NNFI ≤ 1,0	0,95 ≤ NNFI ≤ 1,0
CFI	0,94	0,90 ≤ CFI ≤ 1,0	0,95 ≤ CFI ≤ 1,0

The integration of the factors has been shown to be the result of the covariance links (m1-m3, m13-m15, m10-m22, m16-m17, m16-m18, m17-m22) as a result of covariance links to improve the model fit indices and to remove factor load inappropriate items (Table 8). According to the confirmatory factor analysis results of the model, the factor loadings vary between 0.54 and 0.78. According to the results obtained, the Organizational Culture scale was composed of 20 items and one dimension, and item factor relationship was found suitable for the new structure (Table 9).

Table 9. Organizational Culture Scale CFA and Reliability Analysis Results

Items	Std. $\beta$	SH	t	R <sup>2</sup>	r	$\alpha$
d1	0,54			0,29	0,53	<b>0,94</b>
d7	0,77	0,19	7,36**	0,59	0,73	
d13	0,61	0,16	6,39**	0,37	0,61	
d19	0,75	0,19	7,27**	0,57	0,73	
d8	0,72	0,17	7,08**	0,52	0,68	
d14	0,78	0,20	7,40**	0,61	0,74	
d20	0,78	0,21	7,42**	0,32	0,76	
d3	0,64	0,16	7,59**	0,61	0,63	
d9	0,56	0,16	6,03**	0,31	0,55	
d15	0,57	0,15	6,13**	0,32	0,56	
d27	0,57	0,16	6,13**	0,32	0,57	
d4	0,70	0,20	7,00**	0,50	0,68	
d10	0,64	0,22	6,62**	0,41	0,63	
d16	0,66	0,23	6,73**	0,44	0,66	
d22	0,59	0,21	6,26**	0,35	0,59	
d5	0,70	0,19	6,98**	0,49	0,68	
d17	0,76	0,20	7,28**	0,57	0,73	
d23	0,59	0,19	6,25**	0,34	0,59	
d6	0,68	0,21	6,86**	0,46	0,65	
d18	0,76	0,22	7,31**	0,58	0,74	

r: Item Total Correlation \*\*p&lt;0,01

When the results of the reliability analysis were examined, the Conversionist Leadership dimension was calculated as Cronbach Alpha coefficient 0.94. It is seen that the item-total correlations for all the items in the measurement are higher than 0.30 (between 0,53 and 0,76) (Table 9). Based on the results of the confirmatory factor and the principal components analysis, it was found that the scale was a reliable and valid scale with 20 items and one dimensional structure.

### 3.5. Research Model Results

Table 10. Results of Path Analysis Between Independent and Dependent Variables

				B (SH)	$\beta$	t	R <sup>2</sup>
H1	Organizational Culture	→	Intent to Leave Work	-0,83 (0,16)	-0,52	-5,15**	0,27
X <sup>2</sup> /sd	RMSEA	SRMR	GFI	NFI	NNFI	CFI	
1,72	0,06	0,06	0,83	0,83	0,91	0,92	
H2	Leadership Style	→	Intent to Leave	-0,89 (0,23)	-0,50	-3,84**	0,25
X <sup>2</sup> /sd	RMSEA	SRMR	GFI	NFI	NNFI	CFI	
1,68	0,06	0,04	0,96	0,94	0,96	0,97	
H3	Satisfaction from Performance System	→	Intent to Leave	-0,74 (0,16)	-0,47	-4,67**	0,22
X <sup>2</sup> /sd	RMSEA	SRMR	GFI	NFI	NNFI	CFI	
2,95	0,10	0,06	0,93	0,91	0,91	0,94	

\* p&lt;0,05 \*\* p&lt;0,01

**H1 Accepted:** Organizational culture has a negative and significant effect on the intention to leave the work ( $\beta = -0,52$ ;  $t = -5,15$ ;  $p < 0,01$  and  $R^2 = 0,27$ ).

**H2 Accepted:** Perceived leadership style has a negative and significant effect on intent to leave work ( $\beta = -0,50$ ;  $t = -3,84$ ;  $p < 0,01$  and  $R^2 = 0,25$ ).

**H3 Accepted:** Satisfaction from performance system has a negative effect on intent to leave work ( $\beta = -0,47$ ;  $t = -4,67$ ;  $p < 0,01$  and  $R^2 = 0,22$ ).

Tablo 11. Results of Path Analysis Between Independent, Mediating and Dependent Variables

		Model with Mediating Variable					
Path		B (SE)	$\beta$	t	Indirect Effect		
H4	<i>Organizational Culture</i> → <i>Satisfaction from Performance System</i>	0,60 (0,11)	0,60	5,26**	DE=-,23; S= -2,03; p=0,042; R <sup>2</sup> =0,11		
	Satisfaction from Performance System → Intent to Leave Work	-0,39 (0,18)	-0,25	-2,20*			
	<b>Organizational Culture</b> → <b>Intent to Leave Niyeti</b>	<b>-0,60</b> <b>(0,18)</b>	<b>-0,38</b>	<b>-3,42**</b>			
<i>X<sup>2</sup>/sd</i>	<i>RMSEA</i>	<i>SRMR</i>	<i>GFI</i>	<i>NFI</i>	<i>NNFI</i>	<i>CFI</i>	
1,64	0,06	0,06	0,82	0,81	0,91	0,92	

DE=Indirect Effect

S=Sobel test score

R<sup>2</sup>= Variance of indirect effect

**H4 Accepted:** There is a mediating effect of satisfaction from performance system between organizational culture and intent to leave work

When the results in Table 11 are examined, the satisfaction of the performance system is found as the indirect effect of the organizational culture on the intention to leave the work -0,23 through the variable. This value was significant compared to the Sobel test statistic ( $S = -2,03$ ,  $p < 0,05$ ). The variance resulting from the indirect effect of the organizational culture on the intention to leave the work was calculated as 11% ( $R^2 = 0,11$ ) through satisfaction with the performance system. In other words, the variance obtained by the satisfaction of the performance system is around 11%. ( $B = -0,38$ ), which shows the influence of the organizational culture on the intention to leave the work ( $\beta = -0,52$ ), while the model with no agent variable (Table 10) it can be considered as another indicator that the leader variable recognizing freedom is the mediator variable (Bayram, 2010).

#### 4. RRESULTS and SUGGESTIONS

By the 21st century, the organizations that make up the society have begun to recognize the importance of the human element more than any other sources and to lead the leaders to lead them in order to be one step ahead of the intense competition environment that is in parallel with the rapid developments in technology and communication fields. The change that leaders in our day are facing is wider and larger than ever. Globalization, rapid technological development, changes in the structure of the societies, and increased expectations have also affected organizations and forms of government. In other words, the removal of time and space differences from technology has forced the restructuring of individuals and organizations. Organizations have to make maximum effort to create an organizational culture in which workers will work in a satisfactory manner and to retain existing jobseekers. Given the material and spiritual costs of recruiting and training a new worker, it is obvious that organizational and managerial systems should be established that will both retain the current job experience and benefit from their performance at a higher level.

As a result of research conducted to investigate the effect of the perceived leadership style and the satisfaction of the performance system in reducing the negative impact of organizational culture on the intention to leave the job, the satisfaction of the organizational culture, transformation leader, resident and freedom leader and satisfaction with the performance system has a negative effect on the intention to leave the job It has been reached. They do not intend to leave the workplace regardless of the perceived leadership model, if they believe that their performance is correctly assessed in their organizational culture, which they are happy to be in occupations. This shows that employees do not need the motivation and support of their leaders.

Transformational leadership does not have an intermediary feature between the organizational culture and intent to leave the work. Sustainability and freedom have a mediating role between leadership change, organizational culture and intent to leave work. The negative effect of the organizational culture on the intention to leave the work is significantly reduced by the activist and freedom of leadership behavior. There is no expectation beyond the responsibilities of those who work side by

side in the models of freedom and sustainable leadership that show opposite behaviors. Therefore, those who are only responsible for doing business and who are released more freely are not satisfied with the current organizational culture, they are not intending to leave the job. This can be a sign that workers see the organization as a cultural leader. Another finding that has been reached as a result of the research is that the satisfaction of the performance system has a mediating role between the organizational culture and intention to leave the work and that the negative effect on the intention to leave the work of the organizational culture is reduced significantly through satisfaction with the performance system.

There is a risk that subjects will not reflect a standard society, as the survey method of distribution is random. This makes it difficult to say that the results of research are generalizable. Possible suggestions for further research according to the results of the study are listed below:

- ✓ Repeating the study with the same subjects at different times and analyzing the continuity of the results and whether they are temporary.
- ✓ Increase the number of research subjects.
- ✓ Research on the relationship between satisfaction with the performance system and wages, career management, employee happiness and job satisfaction, which are considered to be closely related.

## REFERENCES

- Akdemir, A. (2008). Vizyon Yönetimi. Ekin Basım Yayın Dağıtım, Bursa.
- Armstrong, M. (2009). Armstrong's Handbook of Performance Management: An Evidence Based Guide to Deliver High Performance, (4.Ed), Kogan Page, London.
- Anafarta, N. (2015). Algılanan Örgütsel Destek ve İşten Ayrılma Niyeti İlişkisi: İş Tatmininin Aracılık Rolü. İ.Ü. İşletme Fakültesi İşletme İktisadı Enstitüsü Yönetim Dergisi, 26(79), 112-130.
- Argyris, C. (1976). Increasing Leadership Effectiveness. Wiley, New York.
- Aytürk, N. (2007). Yönetim Sanatı "Etkili Yönetim ve Yöneticilik Becerileri". Nobel Yayın Dağıtım, Ankara.
- Bakan, İ., Büyükbeşe, T. (2010). Liderlik Türleri ve Güç Kaynaklarına İlişkin Mevcut-Gelecek Durum Karşılaştırması: Eğitim Kurumu Yöneticilerinin Algılarına Dayalı Bir Alan Araştırması. KMÜ Sosyal ve Ekonomik Araştırmalar Dergisi 12 (19), 73-84.
- Baltaş, A. (2012). Türk Kültüründe Yönetmek. 4. Basım, Remzi Kitabevi, İstanbul.
- Baltaş, Acar (2008). Ekip Çalışması ve Liderlik. 8.Basım, Remzi Kitabevi, İstanbul.
- Barak, M. E., Nissly, J., Levin, A. (2001). Antecedents to Retention and Turnover Among Child Welfare, Social Work and Other Human Service Employees: What Can We Learn From Past Research? A Review and Metaanalysis. Social Service Review, 3(6), 625-661.
- Barlett, K.R. (1999). The Relationship Between Training and Organizational Commitment In The Health Care Field. The University Of Illionis (The Degree of Doctor of Philosophy), Urbana.
- Barutçugil, İ. (2015). Performans Yönetimi. Kariyer Yayıncılık, İstanbul.
- Bass, B. (1990). Handbook Of Leadership: A Survey Of Theory and Research. New York: Free Press.
- Bateman, S.T., Snell, A.S., (2016). Yönetim (Management), Çeviri Editörleri: Prof. Dr. Senem Besler ve Dr. Cihat Erbil, 3. Basımdan Çeviri, Nobel Yayıncılık, Ankara.
- Bayarçelik, E.B., Fındıklı, A.M. (2016). The Mediating Effect of Job Satisfaction on The Relation Between Organizational Justice Perception and Intention to Leave. ProcediaSocial and Behavioral Sciences, 235, 403-411.
- Bayram, N. (2010). Yapısal Eşitlik Modellemesine Giriş. Ezgi Kitabevi, Bursa.

- Baysal, A.C., Tekarslan, E. (2004). Davranış Bilimleri. Avcıol Basım Yayım, İstanbul.
- Behn, R. D. (2003). Why Measure Performance? Different Purposes Require Different Measures. *Public Administration Review*, 63(5), 586-606.
- Blau, G. (1986). Exchange Variables as Predictors of Job Satisfaction, Job Commitment, and Turnover: The Impact of Rewards, Costs, Alternatives, and Investments. *Organizational Behavior and Human Performance*, 28(1), 78-95.
- Burns, J. M. (1978). *Leadership*, Harper and Row, New York.
- Büyüköztürk, Ş. (2011). *Veri Analizi El Kitabı*. 14. Baskı, PEGEM Yayınları, Ankara.
- Cameron, K. S., Quinn, R. E., (2006). *Diagnosing and Changing Organizational Culture*. San Francisco: Jossey-Bass.
- Canbolat, S. (2016). Yöneticilerin Liderlik Tarzlarına İlişkin Çalışan Algıları, Çedaş Grup Şirketleri Örneği (Çorumgaz, Sürmeligaz, Kargaz). Yüksek Lisans Tezi, T.C. Hitit Üniversitesi Sosyal Bilimler Enstitüsü İşletme Ana Bilim Dalı, Çorum.
- Cohen, W. (2010). *Drucker ve Liderlik*. Çeviren: Ümit Şensoy, Optimist Yayınları, İstanbul.
- Çokluk, Ö., Şekercioğlu, G., Büyüköztürk, Ş. (2010). *Sosyal Bilimler İçin Çok Değişkenli İstatistik*. PEGEM Yayınları, Ankara.
- Coomber, B. , Barriball, K.L. (2007). Impact of Job Satisfaction Components on Intent to Leave and Turnover for Hospital-Based Nurses: A Review of The Research Literature, *International Journal of Nursing Studies*, 44, 297- 314.
- Cotton, J. L., Tuttle, J. M. (1986). Employee Turnover: A Meta-Analysis and Review with Implications for Research. *Academy of Management Review*, 11(1), 55-70.
- Çekmecelioğlu H. G. (2005). Örgüt İkliminin İş Tatmini ve İşten Ayrılma Niyeti Üzerindeki Etkisi: Bir Araştırma. *C.Ü. İktisadi ve İdari Bilimler Dergisi*, 6(2), 23-39.
- DeNisi, S.A., Murphy, K.R. (2017). Performance Appraisal and Performance Management: 100 Years of Progress? *Journal of Applied Psychology*, 102(3), 421-433.
- Doğan, S. (2007). *Vizyona Dayalı Liderlik*. İkinci Baskı, Kare Yayınları, İstanbul.
- Drucker, P. F. , Maciariello J. (2007). *Etkin Yöneticinin Seyir Defteri*. Çeviren: Zülfü Dicleli, Optimist Yayınları, İstanbul.
- Eğriboyun, D. (2015). *Çok Faktörlü Liderlik Uygulamaları ve İş Doyumu*. Etki Yayınları, İzmir.
- Erdirencelebi, M., Ertürk, E. (2018). Çalışanların Örgütsel Yalnızlık Algısının İş Tatmini ve İşten Ayrılma Niyeti Üzerine Etkileri. *Gaziantep University Journal of Social Sciences*, 17(2), 603-618.
- Erdirencelebi, M., Filizöz, B. (2016). Mobbingin Etik İklim ve Çalışanların İşten Ayrılma Niyeti Üzerine Etkileri. *Selçuk Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 35, 127-139.
- Eren, E. (2000). *Örgütsel Davranış ve Yönetim Psikolojisi*. Beta Yayınları, İstanbul.
- Eren, E. (2001). *Örgütsel Davranış ve Yönetim Psikolojisi*. Beta Basım, İstanbul.
- Eren, E. (2004). *Örgütsel Davranış ve Yönetim Psikolojisi*. Beta Basım, İstanbul.
- Erkuş, A., Fındıklı, M.A. (2013). Psikolojik Sermayenin İş Tatmini, İş Performansı ve İşten Ayrılma Niyeti Üzerindeki Etkisine Yönelik Bir Araştırma. *İstanbul Üniversitesi İşletme Fakültesi Dergisi*, 42(2), 302-318.
- Ertürk, M. (2001). *İşletme Biliminin Temel İlkeleri*. Beta Basım Yayım Dağıtım, İstanbul.

- Farrell, D., Rusbult, C. E. (1981). Exchange Variables as Predictors of Job Satisfaction, Job Commitment, and Turnover: The Impact of Rewards, Costs, Alternatives, and Investments. *Organizational Behavior and Human Performance*, 28(1), 78-95.
- Friedman, H.(2000). Transformational Leadership. *The National Public Accountant*, 45, Infotrac Gale Group.
- Gardner, W. L. (2003). Perceptions of Leadership Charisma, Effectiveness and Integrity. *Management Communication Quarterly*, 16(4), 502-527.
- Griffeth, R. W., Hom, P. W., ve Gaertner, S. (2000). A Meta-Analysis of Antecedents and Correlates of Employee Turnover: Update, Moderator Tests, and Research Implications for the Next Millennium. *Journal of Management*, 26(3), 463– 488.
- Griffeth, R. ,Hom, P. (2004). Innovative Theory and Empirical Research on Employee Turnover. Age Publishing, Charlotte.
- Güneş, H. (2011). Öğrencilerin Üniversite Örgüt Kültürü Algılamaları: Gazi Üniversitesi İİBF’de Bir Araştırma. Yüksek Lisans Tezi, Gazi Üniversitesi Sosyal Bilimler Enstitüsü, İzmir.
- Igbaria, M., Siegel, S., R. (1992). An Examination of The Antecedents of Turnover Propensity of Engineers: An Integrated Model. *Journal of Engineering and Technology Management*, 101-126.
- İmrek, M. K. (2004). Lider Olmak: Liderlik – Lider Yöneticilik, Liderlik Eylemdir, Söylem Değil, Beta Basım Yayım Dağıtım, İstanbul.
- İşcan, Ö. F., Timuroğlu, K.M. (2007). Örgüt Kültürünün İş Tatmini Üzerindeki Etkisi ve Bir Uygulama. *Atatürk Üniversitesi İktisadi ve İdari Bilimler Dergisi*, 21(1), 119-135.
- Kahumuza, J. , Schlechter, A. F. (2008). Examining the Direct and Some Mediated Relationship between Perceived Support and Intention to Quit. *Management Dynamics*, 17(3), 2-19.
- Kanten, P. (2014). İşyeri Nezaketsizliğinin Sosyal Kaytarma Davranışı ve İşten Ayrılma Niyeti Üzerindeki Etkisinde Duygusal Tükenmenin Aracılık Rolü. *Aksaray Üniversitesi İ.İ.B.F. Dergisi*, 6(1), 11-26.
- Karakaş, F. (2009). Sıfır Merkez Liderlik. Hayat Yayınları, İstanbul.
- Kavanagh, P., Benson, J., Brown, M. (2007). Understanding Performance Appraisal Fairness, *Asia Pasific Journal of Human Resources*, 45(2), 340-342.
- Kellerman, B. (2008). Kötü Liderlik. Çeviren: Fadime Kahya. Türkiye İş Bankası Yayınları, İstanbul.
- Kets de Vries, M. (2007). Liderliğin Gizemi. Çeviren: Zülfü Dicleli, MESS Yayınları, İstanbul.
- Kinicki, A., Kreitner, R. (2006). *Organizational Behavior*. Second Edition, McGraw-Hill Irwin, New York.
- Koçel, T. (2015). İşletme Yöneticiliği. Beta Yayınevi, İstanbul.
- Lambert, E.G., Hogan, N.L., Barton, S.M. 2001. The Impact of Job Satisfaction on Turnover Intent: A Test of a Structural Measurement Model Using a National Sample of Workers. *The Social Science Journal*, 38(2), 233-250.
- Levinson, H. (2011). Liderlik Psikolojisi. Çeviren: Dinç Tayanç, 2. Baskı, İş Bankası Kültür Yayınları, İstanbul.
- MacIntosh, E. W., Doherty, A. (2010). The Influence of Organizational Culture on Job Satisfaction and Intention to Leave. *Sport Management Review*, 13(2), 106-117.
- Magsoodi, I.A., Abouhamzeh, G., Khalilzadeh, M. (2018). Ranking and Selecting The Best Performance Appraisal Method Using The Multimoora Approach Integrated Shannon’s Entropy. *Frontiers of Business Research in China*, 12(2), 1-21.

- Mayer, C.R., Davis, H.J. (1999). The Effect of the Performance Appraisal System on Trust for Management: A Field Quasi-Experiment, *Journal of Applied Psychology*, 84(I), 123-136.
- Mobley, W. (1977). Intermediate Linkages in The Relationship Between Job Satisfaction and Employee Turnover. *Journal of Applied Psychology*, 62, 237– 240.
- Narsap, H. (2006). Genel ve Mesleki Liselerde Örgüt Kültürü. Yüksek Lisans Tezi, Marmara Üniversitesi Eğitim Bilimleri Enstitüsü, İstanbul.
- Özdevecioğlu, M. (2004). Algılanan Örgütsel Desteğin İşten Ayrılma Niyeti Üzerindeki Etkileri. *Amme İdaresi Dergisi*, 37(4), 97-115.
- Quine, L. (1999). Workplace Bullying in NHS Community Trust Staff Questionnaire Survey. *Medical Journal*, 318, 228-232.
- Porter, L. W., Steers, R. M., Mowday, R. T., ve Boulian, P. V. (1974). Organizational Commitment, Job Satisfaction, and Turnover among Psychiatric Technicians. *Journal of Applied Psychology*, 59(5), 603-609.
- Poyraz, K., Kama, B. (2008). Algılanan İş Güvencesinin, İş Tatmini, Örgütsel Bağlılık ve İşten Ayrılma Niyeti Üzerindeki Etkilerinin İncelenmesi. *Süleyman Demirel Üniversitesi İİBF Dergisi*, 13(2), 143-164.
- Robbins S. P., Judge, T. A. (2012). Örgütsel Davranış (Organizational Behaviour). Çeviri Editörü Prof. Dr. İnci Erdem, 14. Basımdan Çeviri, Nobel, İstanbul.
- Sabuncuoğlu, Z., Tüz, M. (2013). Örgütsel Davranış. Aktüel Yayınları Alfa Akademi, Bursa.
- Sanderson, P.A. (2003). The Relationship Between Empowerment and Turnover Intentions in a Structured Environment. Regent University, School of Leadership Studies.
- Schein, E. H. (2008). *Organizational Culture and Leadership*, (3rd)., By Jossey-Bass, San Francisco.
- Schein, H.Edgar (1976). Örgütsel Psikoloji. Eskişehir İ.T.İ.A.Yay., No:167, Eskişehir.
- Shakbhazov, A. (2018). İş-Aile Çatışmasının İşten Ayrılma Niyeti ile İlişkisi: Bir Alan Araştırması. Yüksek Lisans Tezi, İstanbul Üniversitesi Sosyal Bilimler Enstitüsü İşletme Anabilim Dalı, İstanbul.
- Sheng, Y.H., Pearson, J. M., Crosby, L. (2003). An Empirical Examination of the Impact Organizational Culture Has on Employees' Computer Self-Efficacy. *Information Resources Management Journal*, 16, 42-58.
- Simons, S. (2008). Workplace Bullying Experienced by Massachusetts Registered Nurses and The Relationship to Intention to Leave The Organization. *Advances in Nursing Science*, 31,(2), 48-59.
- Solmuş, T. (2007). Endüstriyel Klinik Psikoloji ve İnsan Kaynakları Yönetimi. Beta Yayınevi, İstanbul.
- Soysal, A., Kıran, Ş. (2017). An Analysis of the Perceptions of the Nurses About the Outcomes of the Performance Evaluation System in Terms of Some Occupational and Demographic Variables, *76(3)*, 729-736.
- Sökmen A., Mete E. S. (2015). Bezdininin İş Performansı, İş Tatmini ve İşten Ayrılma Niyeti Üzerindeki Etkisi: Ankara'da Bir Araştırma. *Gazi Üniversitesi İ.İ.B.F. Dergisi*, 17(3), 271-295.
- Steers, R. M. (1977). Antecedents and Outcomes of Organizational Commitment. *Administrative Science Quarterly*, 22(1), 46-56.
- (Schultz, D., Schultz, S. E. (2010). *Psychology and Work Today*. Tenth Edition, Pearson, United States of America.
- Şafaklı, O. V. (2005). KKTC'deki Kamu Bankalarında Liderlik Stilleri Üzerine Bir Araştırma. *Doğuş Üniversitesi Dergisi*, 6(1), 132-143.

- Şahin, A., Temizel, H. (2007). Bilgi Toplumunun Örgütsel ve Yönetimsel Yapılar Üzerine Etkileri Bağlamında Türk Kamu Yönetiminde Liderlik Anlayışı: Bir Anket Çalışması. S.Ü. Maliye Dergisi, 153, 179-194.
- Şimşek, M.Ş., Akgemci, T., Çelik, A. (2008). Davranış Bilimlerine Giriş ve Örgütlerde Davranış. 8. Baskı, Gazi Kitabevi, Ankara.
- Tağraf, H., Çalman, İ. (2009). Ohio Üniversitesi Liderlik Modeline Göre Oluşan Liderlik Biçimlerinin İşletmelerin İhracat Performansı Üzerine Etkisi ve Gaziantep İlinde Bir Araştırma. Atatürk Üniversitesi İktisadi ve İdari Bilimler Dergisi, 23(2), 137-138.
- Tanrıverdi, H., Koçaslan, G., Osmanoğlu Taştan N. (2018). Psikolojik Şiddet Algısı, Tükenmişlik Sendromu ve İşten Ayrılma Niyeti Arasındaki İlişki: Banka çalışanları Üzerinde Bir Araştırma. Yönetim ve Ekonomi Dergisi, 25(1), 113-131.
- Tarakçı, H., Öneren, M. (2018). Yetenek Yönetiminin Örgütsel Bağlılık, İş Tatmini ve İşten Ayrılma Niyeti Üzerine Etkileri. İstanbul Journal of Social Sciences, 20, 71-86.
- Tekingündüz, S. , Kurtuldu, A. (2015). İşten Ayrılma Niyeti, İş Tatmini, Örgütsel Bağlılık, Liderlik ve İş Stresi Arasındaki İlişkilerin Analizi: Bir Hastane Örneği. International Journal of Human Sciences, 12(1), 1501- 1517.
- Tengilimoğlu, D. (2005). Kamu ve Özel Sektör Örgütlerinde Liderlik Davranışı Özelliklerinin Belirlenmesine Yönelik Bir Alan Çalışması. Elektronik Sosyal Bilimler Dergisi, 4(14), 1-16.
- Tett, R. P., Meyer, J. P. (1993). Job Satisfaction, Organizational Commitment, Turnover Intention and Turnover: Path Analysis Based on Meta-Analytic Findings. Personnel Psychology, 46(2), 259-293.
- Turan, S.N. (2008), Resort Otellerde Stratejik İnsan Kaynakları Yönetimi Sürecinde Performans Değerlendirmesinin Kariyer Yönetimine Etkileri ve Antalya İli Uygulaması. Yüksek Lisans Tezi, Gazi Üniversitesi Eğitim Bilimleri Enstitüsü, Ankara.
- Turunç, Ö., Tabak, A., Şeşen, H., Türkyılmaz A. (2010). Çalışma Yaşamı Kalitesinin Prosedür Adaleti, İş Tatmini, İş Stresi ve İşten Ayrılma Niyetine Etkisi. İş, Güç, Endüstri İlişkileri ve İnsan Kaynakları Dergisi, 12(2), 115-134.
- Ulrich, D., Smallwood, N. (2009). Liderlik Markası. Çeviren: Fadime Kâhya. Türkiye İş Bankası Kültür Yayınları, İstanbul.
- Woods, S.A., West, A.M. (2016), The Psychology of Work and Organizations, Cengage Learning EMEA, UK.
- Yazıcıoğlu, İ. (2009). Konaklama İşletmelerinde İşgörenlerin Örgütsel Güven Duyguları ile İş Tatmini ve İşten Ayrılma Niyetleri Üzerine Bir Araştırma. Elektronik Sosyal Bilimler Dergisi, 8(30), 235-249.
- Yiğitel, S. (2014). Öğretmen ve Akademisyenlerin Algıladıkları Liderlik Tarzları İle Örgütsel Bağlılıkları Arasındaki İlişki. Yüksek Lisans Tezi, İstanbul Kültür Üniversitesi Sosyal Bilimler Enstitüsü, İstanbul.
- Yücel, İ. (2009). Öğrenen Örgüt Üzerinde Örgüt Kültürünün Etkisinin Yapısal Eşitlik Modeli ile Analizi- Kayseri ve Konya Örneği. Erciyes Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi, 34, 265-284.
- Yücel, İ., Demirel, Y. (2013). Mevcut İş Alternatiflerinin İş Tatmini ve İşten Ayrılma Niyeti İlişkisi Üzerine Etkisi: Başka Bir Yol Daha Olmalı! Atatürk Üniversitesi İktisadi ve İdari Bilimler Dergisi, 2(27), 159-177.

Zincirkıran, M., Çelik, G. M., Ceylan, A. K., Emhan, A. (2015). İşgörenlerin Örgütsel Bağlılık, İşten Ayrılma Niyeti, İş Stresi ve İş Tatmininin Örgütsel Performans Üzerindeki Etkisi: Enerji Sektöründe Bir Araştırma. Finans Politik & Ekonomik Yorumlar, 52(600), 59-71.