





2007). Employees, considering the organization as a whole, conceive of the organization further from themselves than the colleagues and managers (Wasti and Can, 2008). This study examines the organization commitment to an organization within the deepening structure of the organization commitment concept under the headings of “Affective Commitment to Organization” and “Normative Commitment to Organization”

## The relation between Leadership Styles and Organizational Commitment

Sub dimensions of Leadership Styles and Organizational Commitment have been dealt with different studies at different times (Lok and Crawford, 1999: 365-366). However, the number of studies in the literature dealing with the two variables at the same time is limited. Some studies showed that Leadership Style is significantly related with Organizational Commitment and increased commitment. A strong correlation was seen between the two variables. It was revealed that the strong vision, goal and values possessed by leaders increased organizational commitment and sensitivity of leaders against the needs of employees have positive impact on Organizational Commitment (Rowden, 2000; Dick and Metcalfe, 2001; Loke, 2001). Another study showed that employees having a good relationship with managers are more committed to work than those with fewer relations (Liao, Hu and Chung, 2009).

This study deals with the Organizational Commitment variable for further scrutiny and links organizational commitment of an individual to his affective and normative commitment to the organization based on the approach that analyzes organizational commitment by focusing on the superiors, organizations, tasks and units of individuals. According to Wasti and Can (2007), employees feel themselves distant from the organization than the manager. A study of Zehir et al (2010) revealed that, among leadership styles, sub dimensions of Transformational Leadership and Laissez-faire Leadership have positive relation with the Organizational Commitment to superior while Transactional Leadership has no significant relation with the Organizational Commitment to superior (Zehir, Şehitoğlu and Erdoğan, 2010). No study was found in the literature between the Leadership Styles and Organizational Commitment to the organization itself. This study focuses on the levels of commitment to the organization itself which is believed to be distant from employees rather than to the superior which is believed to be closer to employees. In this sense, the first hypothesis of the study has been established as follows:

H1: There is significant relation between Leadership Styles and Organizational Commitment

H1a: There is significant relation between Leadership Styles and Affective Commitment to Organization

H1b: There is significant relation between Leadership Styles and Normative Commitment to Organization

## Relation between the Reasons of Employee Silence and Organizational Commitment

Upon examining few number of studies dealing with the relation between organizational commitment and employee silence, it is seen that organizational commitment is addressed as a result of employee silence (Morrison and Milliken, 2000; Vakola and Bouradas, 2005; Amah and Okafor, 2008). According to Dimitras and Vakola (2003), there is a negative relation between employee silence and organizational commitment (Dimitras and Vakola, 2003). In another study, it is stated that employee silence can cause lower organizational commitment (Morrison and Milliken, 2000). However, another study states that employee silence might have a two-way relation with organizational commitment and they might be both the cause and result of each other (Vakola and Bouradas, 2005). No study was found in the literature on the Reasons of Employee Silence and Organizational Commitment to the organization itself. This study focuses on the levels of commitment to the organization itself within the framework of Affective Commitment and Normative Commitment to Organization. The second hypothesis of the study has been established as follows by suggesting that the reasons of silence of an employee might one think about the place in the future of the organization.

H2: There is significant relation between Reasons of Employee Silence Leadership Styles and Organizational Commitment

H2a: There is significant relation between Reasons of Employee Silence and Affective Commitment to Organization

H2b: There is significant relation between Reasons of Employee Silence and Normative Commitment to Organization

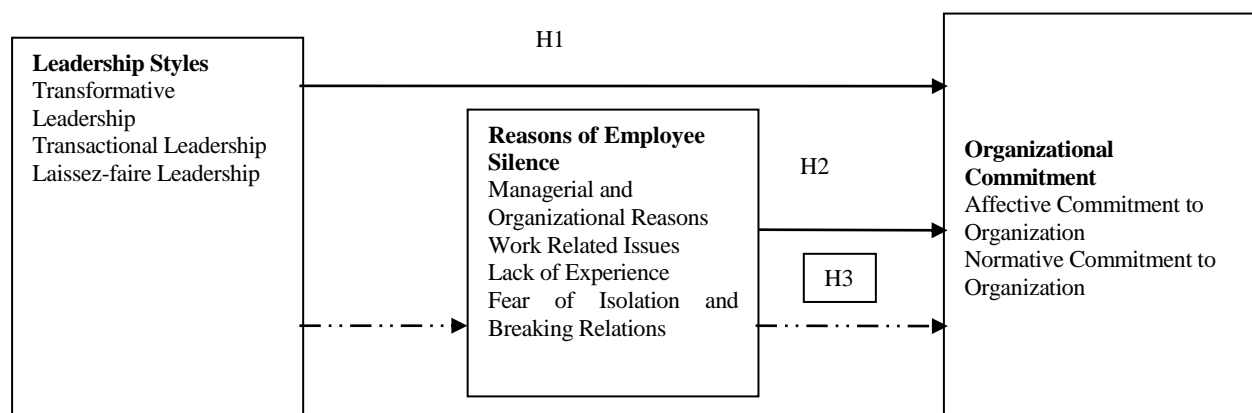
This study aims to review Organizational Commitment within the context of Organizational Commitment, Leadership Styles and Employee Silence. There is no study in the literature within this scope. Transformative Leaders try to convince employees that they can achieve hard tasks and while dealing personally with employees, Transactional Leaders prefer making the employees work, explain what they have to achieve and reward employees when desired results are achieved. Laissez-faire Leaders leaves the right to use power totally to subordinates. This study focuses on what the relation and significance level of the affective and normative commitment of an employee to organization will be, taking into consideration the trust issue that the individual may have with superior, suspicion of isolation from organization, concerns about Breaking Relations, fear to be regarded as a relatively complaining person and the belief that managers would not listen to the ideas of an individual working with this type of leaders. Addressing an effective leadership style together with the reasons of employee silence, it is believed that the explanation level of organizational commitment would increase. In this sense, the third and final hypothesis of the study has been established as follows:

H3: Leadership Styles are related to Organizational Commitment together with the Reasons of Employee Silence

## METHOD

This study is a descriptive study conducted according to review model. This study attempts to determine the relation between Leadership Styles, Reasons of Employee Silence and Organizational Commitment. As shown in Figure 1, the relation among variables was tested.

**Figure 1: Research Model**



## Sampling

The sample of our survey based study is the employees working in the fields of health, banking – finance, education, manufacture and other services (Communication, Hotels, Consultancy, Logistics) provided in the provinces of Istanbul and Kocaeli. 758 surveys were analyzed under the study. Data were gathered by meeting with the people face-to-face or by email. The respondents were predominantly males (79%), females amount to (21%). The median age group of the respondent was 25 to 45 years (52,6%), followed by the age group 17 to 24 (18,4%) and 45-older (29%). More than half of the respondents who answered the question indicated education as university (58%).

## Data Collection Tools

Among the scales used in the study, those related to Leadership Styles have been formed through referring the study of Bass and Stogdill (1990), those related to the Reasons of Employee Silence are created by benefitting from the study of Çakıcı and Çakıcı (2007) and the questions related to Organizational Commitment are creating by using the question forms developed by Meyer, Barak and Vandenberghe (1996) and translated to Turkish by Wasti and Can (2007). Question Form has been arranged according to the 5 point Likert scale.

As a result of the factory analysis on the data obtained in this study, “Leadership Styles” Scale was found to be consisting of sub scales that are Transformative Leadership, Transactional Leadership and Laissez-faire Leadership. Only the 4 items within the sub dimension of Transactional Leadership were removed from the scale as they had similar values in sub dimensions and factor analysis was repeated. In the end of analysis, KMO coefficient was found to be .939 and revealed variance was found to be 56%. It was seen that the sub scale of Transformative Leadership consisted of 20 items in which the factor loads of the items varied between .581 and .782, and the alpha reliability coefficient was .683. I also found that the factor loads of the items included in the sub scale of Transactional Leadership determined to be consisting of 4 items varied between .653 and .862 and that the cronbach alpha reliability coefficient was .808. Subscale of Laissez-faire Leadership consists of five items. It was found that the factor loads of the items in this sub scale varied between .740 and .796 and that the cronbach alpha reliability coefficient was .850.

The original of “Employee Silence Reasons” Scale developed by Çakıcı&Çakıcı (2007) based on literature includes 5 sub dimensions. Factor analysis showed that the scale has a 4 factor structure. 1 item in the sub dimension of Work Related Issues was removed from the scale as it had very close values in sub dimensions and factor analysis was removed. Accordingly, the first factor was called as “Managerial and Organizational Reasons”, second factor as “Work Related Issues”, third factor as “Lack of Experience” and fourth factor as “Fear of Isolation and Breaking Relations”. Sub dimensions of Fear of Isolation and Fear of Breaking Relations were not divided in the factor analysis within the scope of this study although they are separate sub dimensions in the original of the scale.

As a result of the repeated factor analysis, KMO coefficient was found to be .967 and revealed variance was found to be 64.7%. It was seen that the sub dimension of Managerial and Organizational Reasons consisting of 13 items had factor loads between .520 and .773, had a cronbach alpha reliability coefficient of .845, factor loads of the items included in the sub dimension of Work Related Issues consisting of 4 items varied between .522 and .762, cronbach alpha coefficient was .917, that the factor loads of “Lack of Experience” sub dimension consisting of 4 items varied between .521 and .807 and cronbach alpha reliability coefficient was .615, that the factor loads of “Fear of Isolation and Breaking Relations” sub dimension consisting of 7 items varied between .666 and .750 and cronbach alpha reliability coefficient was .821.

As a result of the factor analysis conducted on the obtained data, it was found that the “Organizational Commitment” Scale made of the question form called “Commitment Focuses” consisted of the sub scales of Affective Commitment to Organization and Normative Commitment to Organization. 3 items in the sub dimension of Affective Commitment to Organization and 1 item in the sub dimension of Normative Commitment to Organization had very close values and were removed from the scale. Then the factor analysis was repeated. As a result of the analysis, KMO coefficient was found to be .852, revealed variance was found to be 65.6%. It was found that the sub scale of Affective Commitment to Organization consisted of 2 items, that the factor loads of items varied between .854 and .855 and that the cronbach alpha reliability was .683. It was found that the factor loads of 6 items in the sub scale of Normative Commitment to Organization varied between .583 and .877 and that the cronbach alpha coefficient was .808.

Considering the data obtained as a result of the validity and reliability works, it is believed that there is no problem in using the scales.

## Data Analysis

Data collected within the scope of the study were analyzed through using the SPSS 15.00 program. Factor analysis, Pearson moments multiplication correlation, cronbach alpha, regression analysis were used on data to determine the relation between the variables during the process of the study. Thanks to the tested hypotheses, the intermediary effect of the variable Reasons of Employee Silence between the Leadership Styles and Organizational Commitment was tested. According to Frazier etal. (2004:125-126), intermediary effect can be determined by conducting regression analyses among three variables. First, a regression analysis was done between the Leadership Styles (independent variable) and Organizational Commitment. As a result of these two analyses, relation between variables was found to be significant. Finally, when the Leadership Styles (independent variable) were included in the model together with the Reasons of Employee Silence (intermediary variable), the contribution of Leadership Styles among these variables explaining Organizational Commitment (dependent variable) was reduced and the contribution of Reasons of Employee Silence was increased. This is a desired situation and therefore, it was found that Reasons for

Employee Licence had an intermediary effect in explaining the relation between the Leadership Styles and Organizational Commitment.

## FINDINGS

Table 2 includes the correlations between the variables of Leadership Styles, Reasons of Employee Silence and Organizational Commitment.

**Table 2. Correlations between the variables of Leadership Styles, Reasons of Employee Silence and Organizational Commitment**

Variable	Or t	Ss	1	2	3	4	5	6	7	8
Transformative Leadership (1)	3,49	,86								
Transactional Leadership (2)	3,31	,91	,155**							
Laissez-faire Leadership (3)	2,33	,96	-,388**	,112**						
Managerial and Organizational Reasons (4)	2,65	,99	-,511**	,158**	,583**					
Work Related Issues (5)	2,58	1,09	-,346**	,111**	,463**	,741**				
Lack of Experience (6)	2,25	,91	-,125**	,040	,391**	,468**	,465**			
Fear of Isolation and Breaking Relations (7)	2,52	,95	-,319**	,132**	,483**	,686**	,742**	,554**		
Affective Commitment to Organization (8)	3,20	1,07	,111**	-,037	-,276**	-,297**	-,269**	-,272**	-,298*	
Normative Commitment to Organization (9)	2,92	1,02	,293**	,046	,004	-,070	,005	,120**	,030	,019

\*\*p<0.01;

When Table 2 is studied, the lowest relation was found between the Laissez-faire Leadership and Normative Commitment to Organization ( $r = .004$ ), and the highest relation was found between the Work Related Issues and Fear of Isolation and Breaking Relations ( $r = .742$ ).

In order to determine whether the Leadership Styles variable explains the Organizational Commitment variable directly and through the Reasons of Employee Silence, three different regression models were tested. The first model deals with whether the Leadership Style variable is correlated with the Organizational Commitment variable. The second model deals whether the Reasons of Employee Silence variable is correlated with the Organizational Commitment variable. Finally, the third model looks into whether the variables of Leadership Style and Reasons of Employee Silence are correlated with the Organization Commitment variable. Table 3 includes the findings of the regression analysis result regarding the first model.

**Table 3. Results of the Regression Analysis for the Relation between the Leadership Style and Organizational Commitment**

		Dependent Variable	
		Organizational Commitment	
Independent Variable		Affective Commitment to Organization	Normative Commitment to Organization
Leadership Styles	Transformative Leadership	,006	,353***
	Transactional Leadership	-,008	-,025
	Laissez-faire Leadership	-,272***	,144***
R		,276	,321
R <sup>2</sup>		,076	,103
F		20,704	28,817
Sig		0,000	0,000

\*\*\*p<0.001; \*\*p<0.01; \*p<0.05

When Table 3 is examined, a significant relation is found between the Laissez-faire Leadership sub dimensions of Leadership Styles and Affective Commitment to Organization ( $R = ,276$ ,  $R^2 = ,076$ ,  $F = 20,704$ ,  $p < .001$ ). There was no significant relation between Transformative Leadership and Affective Commitment to Organization ( $\beta = ,006$ ), no significant relation between Transactional Leadership and Affective Commitment to Organization ( $\beta = -,008$ ), a negatively significant relation between the Laissez-faire Leadership and Affective Commitment to Organization ( $\beta = -,272^{***}$ ). Also, when the results of the analysis were taken into consideration, it can be said that the Leadership Styles variable explains 10% of the Normative Commitment to Organization. As there is a significant relation between Leadership Styles and Affective Commitment to Organization, H1a appears to be accepted.

When Table 3 is examined, a significant relation is found between the Transformative Leadership and Laissez-faire Leadership sub dimensions of Leadership Styles and Normative Commitment to Organization ( $R = ,321$ ,  $R^2 = ,103$ ,  $F = 28,817$ ,  $p < .001$ ). The relation between Transformative Leadership and Normative Commitment to Organization was found to be positively significant ( $\beta = ,353^{***}$ ). The relation between Transactional Leadership and Normative Commitment to Organization was not found to be significant ( $\beta = -,025$ ) and the relation between Laissez-faire Leadership and Normative Commitment to Organization was found to be positively significant ( $\beta = ,144^{***}$ ). Again, when the results of the analysis were taken into consideration, it can be said that the Leadership Styles variable explains 10% of Normative Commitment to Organization. It is seen that the H1b hypothesis is accepted as there is a significant relation between the Leadership Styles and Normative Commitment to Organization variables. H1 hypothesis was also accepted in this sense.

The second model deals with the relation of organizational citizenship behaviour variable with the employee performance variable. Table 4 includes the findings on the results of regression analysis of the second model.

**Table 4. The Results of Regression Analysis of the Relation of Organizational Citizenship Behaviour Variable with the Employee Performance**

Independent Variable		DEPENDENT VARIABLE	
		Affective Commitment to Organization	Normative Commitment to Organization
Reasons of Employee Silence	Managerial and Organizational Reasons	-,146**	-,223***
	Work Related Issues	-,016	,055
	Lack of Experience	-,135**	,173***
Leadership Styles	Fear of Isolation and Breaking Relations	-,112*	,046
R		,343	,195
R <sup>2</sup>		,118	,038
F		25,131	7,445
Sig		0,000	0,000

\*\*\*p<0.001; \*\*p<0.01; \*p<0.05

When Table 4 is examined, a significant relation was found between the Reasons of Employee Silence and sub dimensions of Lack of Experience, Fear of Isolation and Breaking Relations and Affective Commitment to Organization (R= ,343, R<sup>2</sup>= ,118, F= 25,131, p<.001). The relation between the Managerial and Organizational Reasons and Affective Commitment to Organization was found negatively significant ( $\beta$ = -,146\*\*), the relation between Work Related Issues and Affective Commitment to Organization was not found to be significant ( $\beta$ = -,016), relation between the Lack of Experience and Affective Commitment to Organization was found to be negatively significant ( $\beta$ = -,135\*\*), Relation between Fear of Isolation and Breaking Relations and Affective Commitment to Organization was found to be negatively significant ( $\beta$ = -,112\*). Also, when the results of the analysis are taken into consideration, it can be said that the Reasons of Employee Silence variable explains 12% of Affective Commitment to Organization. H2a hypothesis appears to be accepted as there is a significant relation between the Reasons of Employee Silence and Affective Commitment to Organization variables.

When Table 4 is examined, a significant relation was found between the Reasons of Employee Silence and sub dimensions of Lack of Experience, Fear of Isolation and Breaking Relations and Normative Commitment to Organization (R= ,195,343, R<sup>2</sup>= ,038, F= 7,445, p<.001). The relation between the Managerial and Organizational Reasons and Normative Commitment to Organization was found to be negatively significant ( $\beta$ = -,223\*\*\*), the relation between Work Related Issues and Normative Commitment to Organization was not found to be significant ( $\beta$ = -,055), relation between the Lack of Experience and Normative Commitment to Organization was found to be positively significant ( $\beta$ = ,173\*\*\*), Relation between Fear of Isolation and Breaking Relations and Normative Commitment to Organization was not found to be significant ( $\beta$ = ,046). Also when the analysis results were taken into consideration, it can be said that the Reasons of Employee Silence variable explains 4% of Normative Commitment to Organization. H2b hypothesis appears to be accepted as there is a significant relation between the Reasons of Employee Silence and Normative Commitment to Organization variables. H2 hypothesis is also accepted in this scope.

Third model deals with whether there is relation between Leadership Styles and Reasons of Employee Licence and Organizational Commitment variable. Table 5 includes findings on the regression analysis result of the first model.



**Table 5. Regression Analysis Results of Relation between Leadership Styles and Reasons of Employee Licence and Organizational Commitment variable**

Independent Variable		Dependent Variable			
		Organizational Commitment (forming)			
		Affective Commitment to Organization	Normative Commitment to Organization	Affective Commitment to Organization	Normative Commitment to Organization
Leadership Styles	Transformative Leadership	,006	,353***	-,058	,346***
	Transactional Leadership	-,008	-,025	,025	-,024
	Laissez-faire Leadership	-,272***	,144***	-,131**	,088*
Reasons of Employee Licence	Managerial and Organizational Reasons			-,124*	-,054
	Work Related Issues			-,015	,040
	Lack of Experience			-,109*	,111**
	Fear of Isolation and Breaking Relations			-,101	,047
R		,276	,321	,359	,345
R <sup>2</sup>		,076	,103	,129	,119
F		20,704	28,817	15,902	14,530
Sig		0,000	0,000	0,000	0,000

\*\*\*p<0.001; \*\*p<0.01; \*p<0.05

When Table 5 is examined within the scope of Affective Commitment to Organization, the first sub dimension of Organizational Commitment, it was found that the relation between the Transformative Leadership and Transactional Leadership among the sub dimensions of Leadership Styles and the Organizational Commitment is not significant, while the relation with Laissez-faire Leadership is negatively significant. It was found that the relation between the Managerial and Organizational Reasons and Lack of Experience, among the sub dimensions of Reasons of Employee Silence, and Organizational Commitment was negatively significant and there was no significant relation between the Work Related Issues and Fear of Isolation and Breaking Relations ( $R = ,359$ ,  $R^2 = ,129$ ,  $F = 15,902$ ,  $p < .001$ ). When Table 5 is examined within the scope of Normative Commitment to Organization, the second sub dimension of Organizational Commitment, it was found that the relation between the Transactional Leadership among the sub dimensions of Leadership Styles and the Organizational Commitment is not significant, while the relation with Transformative Leadership and Laissez-faire Leadership is positively significant. It was found that the relation between the Lack of Experience, among the sub dimensions of Reasons of Employee Silence, and Organizational Commitment was positively significant and there was no significant relation between the Managerial and Organizational Reasons, Work Related Issues and Fear of Isolation and Breaking Relations ( $R = ,345$ ,  $R^2 = ,119$ ,  $F = 14,530$ ,  $p < .001$ ).

It is seen within both sub dimensions of the Organizational Commitment variable that when Leadership Styles and Reasons of Employee Silence are included in the model together, contribution of Leadership Styles to model does not decrease and the contribution of Reasons of Employee Silence does not increase. In this case, it cannot be said that the Reasons of Employee Silence are intermediate (forming) variables between Leadership Styles and Organization Commitment. Therefore H3 hypothesis is rejected.

## DISCUSSION, RESULTS AND SUGGESTIONS

It is found that there is a significant relation between Laissez-faire Leadership sub dimension of Leadership Styles and Affective Commitment to Organization. This is an expected result. Likewise, affective commitment which is stated as based on the voluntariness of employees (Mir et al. 2002) and the Laissez-faire Leadership that leaves right to use power totally to subordinates (Bass, 1990) are compliant within the framework of being able

to use voluntariness-initiative. Here, affective commitment to organization is underlined within the framework of supporting organizational goals. The same situation is also seen between the Laissez-faire Leadership and Normative Commitment to Organization. Normative Commitment to Organization complies with the Normative commitment which follows the goal of becoming useful to the organization with the feeling of indebtedness (Herscovitch and Meyer, 2002) within the framework of Laissez-faire Leadership which allows appropriate work environment. It is seen that Transactional Leadership has no significant relation with neither Affective Commitment to Organization nor to Normative Commitment to Organization. No significant relation was found between Transformative Leadership and Affective Commitment to Organization, while there is a positively significant relation with the Normative Commitment to Organization. By its nature, Transformative Leadership chooses the way for the employees to work and have others work (Greenberg and Baron, 2000). The basis of employee voluntariness was previously mentioned. Non-compliance of concepts like voluntariness and having a job done is an expected result. On the other hand, loyalty taking place in the event that convenient work environment which is a part of Normative Commitment, is positively compliant with transformative leadership. Both situations can be expected.

The point to particularly focus here is addressing Organizational Commitment with the sub dimensions of emotional and normative commitment to the Organization itself. No such study was found in the literature. A study with the sub dimensions of Organizational Commitment as Affective and Normative Commitment to Superior shows that Transformative Leadership sub dimension has a positively significant relation with the sub dimension of Commitment to Superior (Zehir, Şehitoğlu and Erdoğan, 2010). However, in our study, Transformative Leadership has a positively significant relation with normative commitment to organization while it has no significant relation with affective commitment to organization. This situation is believed to be caused from the fact the Affective commitment is a behavioural phenomenon related to personality factors. Likewise, it is expected that personality qualities of employee cause more mutual relation with superior and it is similarly expected that it is not underlined in its commitment relation with the organization. It is believed that there may be a clearer analysis by including personality types of employees into these variables. It is recommended that future studies should include an evaluation of variables with personality types scale known as Big Five Personality Model in the literature.

The relation between Affective Commitment to Organization and sub dimensions of Reasons of Employee Silence namely Managerial and Organizational Reasons, Lack of Experience and Fear of Isolation and Breaking Relations was found to be significant. This is an expected situation. Reasons of Employee Silence cover the fact that all relations to be established would have a risk basically due to fear and lack of trust. Voluntariness and initiative taking actions of affective commitment have negative relation with the said reasons of Employee Silence in this scope. Normative Commitment emphasized with respect to support objectives may show itself in a work environment where lack of trust is removed, fear is eliminated and future risks are prevented. On the other hand, no significant relation was found between Affective Commitment to Organization and to Work Related Issues. It may be expected that Affective Commitment to Organization would be related to employee position in the workplace and removing the promotion concerns but our study did not find any significant relation between them. This is also experienced in the relation between the Work Related Issues and Normative Commitment to Organization. *Here*, the relation between the Normative Commitment to Organization and Lack of Experience sub dimension is expected to have a negatively significant relation. This may be the result of the conflict of being loyal to the employer which is underlined in Normative Commitment as the experience of employee within the organization increases. Here it is believed that there will not be an approach like “increase of experience would create loyalty” while it is intended and recommended to have further studies on the effect of the concept of loyalty on the employee silence.

In our study, intermediary (forming) effect of Reasons of Employee Silence on Leadership Styles and Organizational Commitment was studied and no intermediary effect was determined. Here, the basic problem is believed to be caused from the relation of affective commitment with work related factors and from the relation of normative commitment with social factors. This can also be caused from the emphasis of conscious, or conscientious in other words, behaviour roles of individual who have affective commitment. For further studies, it is intended and recommended to renew and expand the analysis by including the Organizational Citizenship Behaviour into the variables of our study.

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