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The Effect of the Types of Manager on Team Performance: A Research on the Cabin Crew in the Aviation Industry

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Abstract:

Organizations, societies and people need strong managers in order to continue their existence and achieve their goals by keeping up with the changes that occurred because of the economic, social, technological and cultural developments in today's world and market and as a result of that they would obtain the competitive advantage. This article aims to inform about the effect status and level of the types of the managers such as transformational, task oriented and laissez-faire on the team performance that was analyzed by a survey randomly applied to 600 flight attendants who are working in an airline company based in İstanbul New Airport. The data obtained by the survey was gone through the package of SPSS 22.0 and the results of the analysis show that the types of manager has an effect rate of 22,7 on team performance and a positive relationship between the types of manager and the team performance.

Keywords: Team, team work, performance, performance appraisal, manager, types of manager

1. Introduction

In the civil aviation sector, it is very essential that the flight operations are performed safely. For this reason, the performance of cabin crew is gaining an important dimension for both national and international level. There may be many internal and external factors that affect the performance of cabin crew. It was also determined that many interviews, surveys and researches were conducted with the cabin crew about these factors. Furthermore, these factors are presented to the cabin crew as a compulsory course under the name of Crew Resource Management in the training process of the airline companies in the civil air transportation sector.

In the civil aviation sector, one of the general missions of the airline companies is to transfer the passengers safely from one destination to another one. In order to carry out these missions such as a flight operation, there may have various instances under different names in other sectors; however, they always need team work, that is named as the performance of cabin crew. At this point, the types of managers who serve as a bridge in achieving the goals of both the organizational and individual gain the importance. So as to determine the ideal or appropriate manager type for the team, managers should show the positive personality characteristics such as determination, diligence and make the situation and resource assessments. By considering these traits, the managers will understand the necessity of having the most appropriate manager type so as to have a positive effect on team performance.

2. The Literature Review

2.1. The Concept, Definition, Importance and Relations with the Similar Concepts of Manager

The concept and definition of manager may vary from person to person or from situation to situation. The word of 'manager' is used as a human endeavor in a variety of the ways in the politics, academia, social services or business. The previous views about the concept of manager have shown that management is a personal ability; however according to Messick and Kramer, it is believed that not only the character and personal ability; but also the situation of the relevant manager and the team are effective in differentiating the opinions about the concept of manager. In some situations, the individuals must be a member of a team in order to achieve their certain personal goals. In such a situation, they achieve both their own and their team's goals. Thus, a mutual gain is achieved. In a team work, the manager type is one of the factors which play an important role in improving the team performance and cohesion. Therefore, Glantz emphasizes on the need for the managers to have their own appropriate manager type (Obiwuru, Okwu, Akpa, & Nwankwere, 2011:100). A manager is a person who manages the power that activates the organizational, political, psychological and other factors so as to meet the demands and needs of his/her team and increase their motivation. By believing a manager as a means of motivation in achieving a goal, Jacobs and Jacques considered him/her as a part of the process of giving a meaningful direction to the collective effort; Kouzes and Posner defined the concept of manager as a bridge between those who are eager to manage and those who prefer to be managed. On the other hand, Dubrin also referred to the manager as the main

dynamic force that is motivating and coordinatng the team to achieve its goals (Fore, 2012:48). As it is seen, the concept of manager has many definitions.

The general point of all these definitions about the concept of manager is the types of managers who are responsible for achieving the main goals of the organizations or teams. The factors that make the team members' needs, expectations, success targets, psychological worlds and routine lives more meaningful are effective in the formation of the manager types. Therefore, every manager ought to know the needs, expectations and targets of his/her team members to make their lives more meaningful. By the way, the managers who develop the new methods of motivation by using the pyschological perspectives of their team members are more successful (Güven, 2013:5). We can also mention that these new methods of motivation are usually aimed at rewarding the team members.

An effective manager should establish a healthy communication with his/her team members. In a good communication environment, the team members have the opportunity to express themselves better about their effort and interest area by presenting their views to their managers. With their personality trait such as respecting his/her team members' opinions, the managers help them to plan their individual and organizational career planning by organizing future training programs so that they will gain more information about the members (Demirhan, Kula, & Karagöz, 2014:288). Briefly, a manager acts as a bridge between the team members and the organization for whom they work and holds the planning and informative role in their career development.

One of the personality traits of the managers is to be a mediator in the organization. Some conflicts and opinion differences may arise among the employees in the organizations. These conflicts may cause the dissatisfaction and demoralization among the employees and consequently the difficulty of performing the main functions of its for the organization. Moreover, a well educated and productive team member involved in the team work with less scope across the organization can lead to breakage by time. In a situation like that, the manager should offer a solution for these conflicts by preventing further ones and comprehending the opinion differences of both parties (Özdemir, 2007:19). This personality trait such as being a mediator for the mamangers enables the organizations to perform their functions in an environment of trust through their employees and prepares an environment in which the employees may be more productive by improving themselves. For the organizations that try to maintain their existence as if they were running on a treadmill quickly, the manager plays an important role in finding a solution related to the conflicts between the employees and achieving the organizational goals in a more productive and concentrated manner. The importance of the manager is extremely essential for both the organizations and employees.

An effective manager holds the certain roles such as head, commander, chief, CEO or popular person in fulfilling the assigned duties and responsibilities. Although there are some differences between these roles and the concept of the manager, there are some times when they are used interchangeably. According to Kimball Young, the head can be defined as the person who is previously appointed to this position within the frame of official or formal powers. In some situations, the head may have very extensive formal authority. However, when using this authority, he/she may fail to influence the employees or team members of the organization that is managed by the head (Güney, 2015:44). The manager who takes the role of the head and uses this formal authority will benefit from the support of his position while making and implementing the important decisions about the organization or team. The commander that is another important concept of the manager can be defined as the person who has the military identity that command and control the troops under his/her command without any external pressure but within the framework of his/her formal power and responsibilities (Alkın, 2006:45-46). It can be said that the similar relationship between the commander and the manager stems from the formal authority given to both people and the restrictions imposed on using this authority. Gilles Ferry who is one of the scientists arguing that the concepts of the chief and the manager have the same meanings, put a more authoritative and formal meaning on the concept of the chief and argued that the concept of the chief would have a moral pressure on the employees and therefore the employees used this term instead of the manager. The scientists who argued that there are differences between these concepts, have added a more formal and authoritative meaning to the concept of the chief while describing the concept of the manager as a more moderate one (Kıralı, 2013:15). The concept of the chief is usually seen in the small or medium sized factories or enterprises that manufactures or offers services. According to Thompson and Strickland, the CEOs (Chief of Executive Officer) looked like a captain of a ship are the most important strategic managers of the organization as they have a great responsibility to position the future of the organization. Considering that they spare one-third of large scale of their time to strategy, it can be said that the CEOs who are also called as strategic experts, can make all strategic decisions of the organization easily (Emiroğlu, 2015:128). In other words, a CEO is the manager of all managers in an organization (Güney, 2015:40). Therefore, the CEOs need to be adequately educated, trained, experienced and foresighted in the strategic planning. Popularity or being a popular person has an important issue between human relations and a complex structure within its own internal dynamics. In 1982 Coi et al described the popular person as the product of a social acceptance. However, as it can easily be understood from the social relations, he also referred to the popular person as an element of power that emerged as a result of the desire of the others to feel themselves somewhere and gain prestige. On the other hand, in 1988, Collins and Sprinthall emphasized that some people considered being a popular person as a degree and authority while the others considered it being accepted by the team members to be a part of the team regardless of personality traits (Topuz, 1995:2). Many researches have been conducted on the high persuasion ability of the people who are accepted as popular people with their various personality traits in the organizations and team works. As a result of these researches, it has been shown that the popular persuasive people have a positive effect on their colleagues or team members; however it turned out that this would not be applied in all circumstances. It can be said that the importance of the persuasive ability of a manager is on the basis of the relationship between the concept of popular person and the manager.

2.2. The Types of Manager

A manager of an organization or a team has got important tasks. Today, the success of the organizations or teams is measured by the success of their managers. Therefore, there are many factors under which type of a manager has an important role in fulfilling their goals. Naturally, one of these factors is the manager type that directly affects the employees or team members. The types of manager also vary because of many reasons (Güven, 2013:4). As a result of the literature review, the manager types will not be divided into three main headings and subheadings such as autocratic, democratic and participative or the rest of them. It is based on the idea of that there is no valid and ideal manager type in all circumstances. With this idea, today the types of manager such as transformational, transmissional and visionary have emerged and they will be examined under nine main headings in this article.

2.2.1. Democratic Manager Type

Democratic managers have an identity that encourages the participation of the employees and is a participant. Giving importance to the opinions of the employees or team members may be measured by the level of sincerity of a manager. Thus, the manager who evaluates these opinions sincerely is considered as a democratic manager ; otherwise he is considered as a so called democratic manager (Bulut & Bakan, 2005:67).

The advantages of having a democratic manager for an organization or a team can be listed as follows (Uzun, 2016:26):

- The employees or team members who are working under the democratic managers are more motivated.
- The democratic managers use the ideas and different perspectives from their employees or team members while making a decision.
- There is an unity and cohesion in order to achieve the goals determined in the organizations or teams having the democratic managers.
- There is a constant traffic of mutual communication and feedback and the conflicts are easily resolved in the organizations or teams having the democratic managers.

However, one of the disadvantages of having this manager type will be the loss of time and slow progress in the decision-making process. There will be a waste of time in the decision-making process when many employees or team members are consulted. Especially at times of crisis, this situation will make the managers unsuccessful to make a quick decision and put the decision into practice (Özdemir, 2007:35). In order to make a progress in the challenging processes such as crisis or economic depression, the managers need to make a centralized decision as soon as possible. Therefore, the negative side of this manager type is that the decision-making and implementation process take a longer time at the difficult times.

2.2.2. Autocratic Manager Type

In this type of manager, the managers gather around a centralized authority because they can decide on their own freely. The sources of the motivation for the autocratic managers come from the power of reward, punishment and the obligations. These managers firstly take all of the organization's decisions and pass them on to their employees or team members and expect from them to be implemented strictly. These managers don not involve the employees or team members into their authority of managing and making decisions; so all authority and responsibility belongs to the manager (Tengilimoğlu, 2005:7). The autocratic managers are more widely accepted in the traditional societies, organizations or team works dominated by the bureaucracy. These managers with their authority and power, play an effective role in making the decisions quickly. However, the worst disadvantage of this type of manager is that the egoist behaviour of the autocratic managers and the ignorance of the opinions of the employees or team members so the creativity will be limited (Pazarbaş, 2012:70).

As a result, it can be said that this type of manager may be applied in the cases that non-shared decision is made in the organizations or team works or the manager is considered as the most knowledgeable and competent position of the organization or team.

2.2.3. Laissez-Faire Manager Type

This manager type provides the employees or team members with the resources that they may need to make plans and programmes related to their work and workflow and take all necessary decisions freely. This type of manager may be suitable for the employees in the R&D departments of the organizations, the scientists, the expert staff or team members with the innovative and creative opinions (Eryeşil & İraz, 2017:131).

The advantages of this type of manager for the employees or team members are as follows (Khan & others, 2015:90):

- The unlimited freedom
- The lack of pressure and obligatory perception
- Ability to work with any desired colleague or team member
- Independent decision-making

The disadvantages of this type of manager for the employees or team members are as follows (Khan & others, 2015:90):

- The employees or team members act out of the workflow.
- The unsatisfied minorities or groups are formed.
- Tolerance decreases and indiscipline occurs.

- Insensitivity to work starts.
- The responsibilities are ignored.
- The resignations begin.
- The feeling of 'being us' disappears.
- Leaving legal regulations starts.

There is no healthy cycle of the communication, interaction and feedback among the employees or team members in this type of manager. The laissez-faire managers cannot be said to develop the dominant management behaviours (Soba, Akman, & Eroğlu, 2018:1127). These managers emerge with non-directive recommendations when needed.

Based on this information, it can be said that the laissez-faire manager type has a non-intrusive passive structure. The laissez-faire managers transfer all management and decision-making powers to their employees or team members and do not intervene in any other ways. However, it can be said that this type of manager is applicable to the organizations or team works that require the professional expertise and offer innovative and creative works and services.

2.2.4. Charismatic Manager Type

The organizations or team works need the charismatic managers to achieve their goals and objectives. By their very nature, these managers have a unique personality of motivating those around them.

German sociologist Max Weber described the word of 'charisma' as a gift or tax from the God traditionally. The behaviour of the charismatic managers is exciting and motivating. Many charismatic heroes have emerged throughout the history (Takala, 2005:48). Max Weber who discussed charisma and charismatic manager type from a sociological point of view, argued that charisma is an innate extraordinary talent. According to him, the characteristics of the charismatic managers are summarized in the following five points (Aslan, 2009:259):

- This power is given to the manager as a gift from the God.
- A social or political crisis such as a depression must be a stressful and difficult time for the charismatic managers to emerge.
- The charismatic managers offer the unusual solutions for these such difficult times.
- The people around these managers think that a charismatic manager has extraordinary and impressive powers.
- The charismatic managers receive feedback from those around them about their charisma which determines their success.

The names such as Mustafa Kemal Atatürk, Gandhi and Martin Luther King who have an important status in the history are shown as examples of the charismatic managers. With their heroic behaviours and their charismatic powers, these names motivated the communities and were followed in line with the goals and beliefs they set.

This type of manager may not be applicable in the organizations or team works that there is a centralized management with the formal rules and processes. The charismatic managers bring the employees or team members together with these charismatic powers to motivate them for a specific goal and objective. They increase the motivation, performance, loyalty and cohesion among the employees or team members. However, by time, these managers may develop a narrow perspective by experiencing the poisoning of power and arrogance about the events or issues. They can ignore any mistakes that have been made before and see themselves above the laws, organizational and ethical rules and values. In such a case, for the sake of a purpose, these managers may not show the necessary respect to the values, beliefs, habits and order of those who are attached to them and then this situation will shape the future positions of the charismatic managers who succeed to achieve the goal or not.

2.2.5. Transformational Manager Type

Although James MacGregor Burns firstly introduced his transformational manager type in 1978, Bernard Bass developed it in his research. According to these researches, transformational manager type is the process of motivating the employees or team members by forming a creative vision for the goals of the organizations or team works. According to Todd, another researcher, the basis of this type of manager is that the managers lead the innovative direction of the organization or team work (Kılıç, Keklik, & Yıldız, 2014:251). These managers are considered as innovative and open-minded viewers who turn the crises into the opportunities, see their employees or team members as an important element and compete with today's conditions easily. In short, the characteristics of these managers can be specified as follows (Akdeniz, 2010:44):

- They are considered as a spy of change.
- They are brave.
- They have got a high belief about the others around them.
- They have got their own principles and disciplines.
- They believe that learning is a life-long and continuous process.
- Despite the conflicts, difficult conditions or uncertainties, they do not confuse of their beliefs and goals.
- They have got a broad points of view.
- They give more importance on the beliefs and values.
- They do not give up easily.

It can be said that these managers evaluate the risks and opportunities at the difficult, stressful and turbulent times such as crises, depression or chaos in the political, social or economic sectors and have the necessary power to fight with them. As an example of these managers who are considered as a pioneers of the great and radical changes in the

history, Mustafa Kemal Atatürk saved the Turkish nation and its territory from the enemy forces and Abraham Lincoln ended the slavery.

Shortly, it is thought that the transformational manager type develops a compelling and impressive vision against the competitive and challenging conditions with a common participation with the employees or team members and this vision is based on a strategy that is needed for the success. While developing any vision, the transformational managers determine the suitability of this vision to the behaviours of the organization or team work. These managers create a climate of trust by changing the environment of the organization or team work positively with their self-confidence, determination and positive attitudes towards all the changes into which this vision can bring. Thanks to the morale, motivation and performance of the employees or team members that are increased by these managers, both individual and organizational or team-related goals can be achieved easily. These managers can be called as reformist or innovative managers.

2.2.6. Transactional Manager Type

This type of manager was firstly developed by German sociologist Max Weber and expanded by Bernard Bass with many studies. According to Bass, the transactional manager is the person who expresses his/her expectations to the employees or team members whose performance will be rewarded or punished in the end (Yavuz & Tokmak, 2009:19). The expectations, goals, duties and responsibilities are very important for the transactional managers and there is an exchange relationship between them. However, in the long term, these managers ignore the needs such as development or socialization of the others around them (Bakan, Erşahan, Büyükmüşe, Doğan, & Kefe, 2015:204). These managers are in favor of developing an attitude according to the results of the work.

These managers provide the positive feedback and give the rewards of material value such as incentives, authority, prestige or bonuses so that their employees or team members can commit themselves to their duties and responsibilities. Thus, the employees or team members have got the positive opinions about how to be rewarded as a result of their performance with a better understanding about their expectations, duties, responsibilities and goals of the organization or team (Çetin, Korkmaz, & Çakmakçı, 2012:13). The employees or team members have a high confidence about these managers. These managers communicate with their employees or team members at a standard and classic management level and focus on the goals of the organization or team work and the strategic decisions that may be necessary to be made in the daily workflow. For these managers, it is very important to get the most profit in the short time with the lowest cost and to increase the productivity (Tunçbilek, 2013:49).

It can be said that this type of manager is easily applied into the law forces such as military, police and gendarmerie. It is thought to be useful in some situations such as crisis that everyone should know what to do under the pressure. Moreover, as another application field, it is seen in the large scale multinational organizations or team works that all of the employees or team members do not speak the same language. Once the structure and the regulations of the organization are learned by the employees or team members, it will be easy for them to perform their tasks successfully; because the transactional approach is very simple and clear in terms of understanding and spreading throughout the organization or team work. For instance, % 90 of the employees of the airline companies such as Qatar Airways based in Doha, Etihad based in Abu Dhabi, Emirates based in Dubai and Gulf Air based in Bahreyn which are always crowned with the awards in the aviation industry in the Middle East, do not speak the same language to communicate; but these companies have defined the rules clearly about what, when, where and how their employees behave and work even when they encounter any negative situation thanks to the equal, same standards of services, training and facilities that are provided to their employees who using the language of English that is determined by the company. Thus, these companies receive the necessary productivity from their employees and motivate them with the financial or moral rewards in return and increase the profit rates of the organization.

As a result, the financial rewards such as money or bonuses are important and powerful tools of motivation for many employees or team members to pay their bills and to support their homes or to survive their own lives. In order to keep these rewards and have the better ones, it can be said that it is appropriate for both individual and organizational or team-related interests to comply with the regulations and restrictions determined on how to do the work.

2.2.7. Visionary Manager Type

Visionary manager type is important for the employees and organizations due to the factors such as the increased competition and the desire to survive as a result of the globalization and the advancement of technology. The visionary managers who lead and manage the organizations or team works and want to maintain on their existence successfully by gaining a competitive advantage, should develop a vision with a participatory management approach by seeing the future proactively and determine the strategic decisions that they can make in this way (Fettahlioğlu, Özey, & Akdoğan, 2018:188). This type of manager is to achieve an interesting vision by enabling the people around them to start thinking differently. The visionary managers gain their trust and support by presenting the desired future plans to those around them (Can, 2007:55). The visionary managers can revise or re-establish the vision determined by them according to the changing situations or circumstances. However, when such a vision is changed, assuming one of the roles mentioned above will provide a more reliable and understandable communication base for both managers and employees or team members.

The visionary managers differ from the other managers with some personality traits. These managers bring different perspectives into the events or situations and want to improve and overcome themselves constantly. They can easily eliminate the internal factors such as negative opinions, disbelief and insecurity and the external factors such as economic, political or social crises experienced by the organization or team work (Uygun, 2008:33). The other personality traits of the visionary managers are that they are capable of analytical thinking; they treat their employees or team

members equally; they manage the time very well; they establish a healthy communication; they handle the situations in a multi-dimensional way; they are not afraid to fail; they take the risks and they can turn the things that are bad into the opportunities (Uğur, 2017:349). These managers are rational and think in detail about the consequences of their behaviours.

This type of manager is very useful for future-oriented and entrepreneurial organizations or team works. The visionary managers develop good relationships, creativity and planned learning with the employees or team members. One of the advantages of this type of manager to the organization or team work is that it can gather the employees or team members around a goal that is called as a vision. While doing so, they use the symbols, expressions, stories or conversations that are effective and powerful in motivating around them. However, it is a disadvantage of this type of manager that the organization or team work may break with the facts during the workflow only as they think about today and the future. In addition to this, this type of manager will not be suitable to be applied in case of any emergency situations that the decisions should be taken quickly.

2.2.8. Employee-Oriented Manager Type

The employee-oriented managers try to meet all of the needs of their employees or team members for their professional development and work-life balance under the equal conditions by keeping above the bureaucracy. With a type of manager like this, flexibility can be developed in the organizational or team related rules and regulations to make a difference in the quality of work of the employee or team members (Hornung, Glaser, Rousseau, & Weigl, 2011:72). The employees or team members managed by this type of manager see themselves as a part of the organization or team work involved. By feeling that they are cared and supported by their managers are more and do not hesitate to take any risks.

Reitz defined the employee-oriented managers as those who treat the employees or team members equally, care about their ideas and advice, support them for their personal problems and act as mediators (Okka, 2017:42).

- The employee-oriented managers are expressed as follows (Özdevecioğlu & Kanıgür, 2009:55):
- They are the person who is trying to solve the individual problems of the employees or team members.
- They are the person who implements the ideas and advices from the employees or team members.
- They are the person who is fair around them.
- They are the person who enables all kinds of the development of their employees or team members.

By focusing on team building and the ability to develop the positive organizational relationships, this type of manager seeks to retain more highly skilled and well-educated employees or team members.

There are some disadvantages of the employee-oriented manager type that is the opposite of the task-oriented manager type. According to Friedman, this type of manager poses some difficulties. Sometimes the employees or team members may be overwhelmed with their responsibilities or may need a clearer orientation. Instead of the task-related decisions that need to be taken correctly, giving more importance on the continuous human relationships leads to the ineffective decisions (Oni, 2017:417). For the employee-oriented managers, it is difficult to feel themselves in a managerial status because of their friendly and sincere work relations with their subordinates. They may avoid using the force and putting the stress on an employee or any team member who has a poor performance for a long time so that this may have a negative effect on the others. Another disadvantage of this type of manager is that it may take a certain time to establish a corporate or team culture to achieve the desired results or this necessary time may not be given to them.

The employee-oriented manager type makes the employees or team members feel as a meaningful part of the organization or team work. The employee-oriented managers provide the necessary training to the employees or team members for their individual development and help them to create the new ideas in an understanding and positive work environment and encourage them to be honest. Although these managers know exactly when, where and how to do the work, they also need to take advantage of this type of manager that gives more importance to the work in order to achieve the goals in a balanced way.

2.2.9. Task-Oriented Manager Type

The task-oriented managers focus on the priority tasks and all of the necessary procedures that need to be completed. They are more concerned about providing any innovative technical or operational solutions to achieve the goals rather than meeting the needs of their employees or team members. However, another disadvantage of this type of manager is that there is a possibility of the fact that the employees or team members may be less motivated if they feel weak about their work. (Mori, 2014:10). Every time being a task-oriented manager may not lead to the positive results. Those who work with this type of manager may be reluctant to show their creativity that is necessary for innovation and development, so this situation may reduce their morale and motivation. Another disadvantage of this type of manager is to have a high employee turnover and absenteeism rate. This leads to the low production and financial loss.

These managers check the employees or team members by using the power of punishment thanks to their authority about whether they are executing their tasks according to their task description or not (Kaplan, 2017:35).

The advantages of the task-oriented managers are as follows:

- They are more focused on when the task will be completed.
- They are well organized.
- They are focused on the production and quality.
- They inform their employees or team members about pre-defined task descriptions and processes.

As it can be understood from the name of this type of manager that attaches an importance to the tasks, the priority of the task-oriented managers is to complete the tasks according to the required standards and time. They are

goal-oriented ones and work effectively to achieve what is pre-determined. This type of manager is less relevant to the employees or team members individually. These managers define all of the task descriptions and division of labor; they are responsible for determining the workflow, procedures and the rest of the process. In short, everything about the task is about achieving the goal.

2.3. *The Concept, Importance, Features, Types, Advantages and Disadvantages of Team Work*

Team work consists of a group of people who work together in a collaborative work environment to share the knowledge and skills and to achieve the main goals of a team.

Teamwork is an important factor of the regular operation in an organization. Due to the rapid changes in the technology, many organizational activities become more complicated, so it is an important focus (Manzoor, Ullah, Hussain, & Ahmad, 2011:111). Because of team work, the team members have more comprehensive knowledge of their area of expertise. The team members whose expertise is limited, also learn about the other areas of expertise in a team work (Ensari, 1999:63). The characteristics of the team members such as coming from the different social and cultural backgrounds, having knowledge, skills, expertise and experiences in the various fields, sharing a common vision and mission and establishing a healthy communication emphasize the importance of a team work (Çetin C., 2009:74).

The importance of team work can be explained by the following four elements (Bal, 2007:43-44):

- Team members' knowledge, skills and experience are brought together in a team work to help them deal with the difficulties and stressful situations more easily.
- Thanks to the flexible, initiative-taking and sensitive structure of team work, a faster and easier adaptation to the changing conditions, events and expectations is achieved.
- Team work brings a social dimension to the work through the financial and administrative dimensions that it develops.
- Team members enjoy a team work because a successful team work is a source of morale, motivation and commitment to its members.

The key features of team work can be summarized as follows (Eyisoy, 2018:4-5):

- Common Objectives: The performance level of a team work that has common goals for the employees of team members, is high.
- Team Member Selection: Any employees or team members who are experts in their field and have the necessary knowledge, skills and experience to accomplish the mission of the team work are included.
- Management Support: A team work is identified with an organizational structure supported fully by the top management.
- Communication: Team work has got a clear, reassuring and healthy communication and feedback. In addition to this, the employees or team members are capable of eliminating any conflicts and problems.
- Time Management: Any solutions about the problems encountered in the team work are produced in the long term, but permanently. Furthermore, the separation of any employee or team member from the team work does not affect the work process; but it maintains its continuity.
- Knowledge and Resource Management: The fact that the employees or team members are educated and skilled about the knowledge and resource management improves the performance of the team work.

The organizations should set the performance goals in a team work, choose the right employee or team member for the team work, include an appropriate manager in the team work, set the common goals and targets clearly, create a reassuring work environment, create an individual or team-related development support, conduct the appropriate performance assessments, have a fair reward system and ensure the job satisfaction (Gençoğlu, 2012:9).

In the literature, there are several types of teams which are very similar, but have the different functions. The teams are classified according to their purpose, commitment level, hierarchical structure, development process and continuity (Hızal, 2010:3). The technological advances and the organizational structure changes have led to the emergence of the various types of teams (Özenli, 2006:65). In order to establish a successful team, it is necessary to know the team types. The ideal team type should be identified to make it more useful and purposeful (Gürül, 2013:15). Teams can take on a wide range of tasks. These various tasks undertaken by the teams are like developing a product, providing the services, making any suggestions, coordinating the projects, making the necessary decisions and solving the problems by discussing. The examples of the types of teams frequently encountered in the organizations are problem-solving, autonomous, cross-functional, creative, tactical and virtual teams.

The team work has many different advantages when compared to the other work groups. These advantages can be summarized as follows (Gençoğlu, 2012:25):

- It provides the innovative and creative solutions about the problems.
- A full participation of all team members is ensured while making any decision.
- The different abilities of the team members are used against the difficult problems.
- The flow of information accelerates through the extensive network of the team members.
- A good communication and organizational climate are provided in the organizations.

In addition to the advantages listed above, a team work drives its members to think sophisticatedly and to create the synergies of problem-solving between them. With a pool of talents, experiences and knowledge of the team members, the arising problems can be solved by being identified quickly and effectively.

Team work can hinder the organizational productivity by strengthening the monotony and authority. The non-realistic expectations of the team members may replace the organizational goals. The team work collaboration may

minimize the conflict issues or power (Toruntay, 2011:22). Therefore, the team members spend more effort and time to solve the problems. The most common disadvantages of team work can be listed as follows (Tuna, 2003:9-10):

- More time and effort are spent in a team work to strengthen the communication and interaction skills. As a result of this, the team work is negatively affected.
- The team members may withdraw themselves if they find it difficult to work in a team and do not agree with their personal characteristics.
- When there is a competition between the teams in an organization, it may adversely affect the rest of the organization.
- The managers in an organization consider team work as a threat. The successful team work can lead the managers to the opinion that their authority is on the line.
- When the team performance is evaluated, the team members with a less performance may be ignored. The team members with a high performance may also be affected under this unfair situation and they may develop a variety of the reactive behaviours.

As a result, today's organizations are attracting attention to the importance of team work so as to improve their performance. Therefore, it is very important to understand what an effective team work is, how it can be improved and how it can achieve the goals of both the team members and the organization. Due to the team work, while many advantages such as high efficiency are provided, the management staff of the organizations may face some difficulties.

2.4. *The Concept, the Criteria, the Advantages and the Disadvantages of Performance Evaluation*

Performance evaluation is defined as measuring the outputs of the employees working in the organization or the team members involved in the team work and making a decision at the end. In other words, it is the ability of the employees in the organization to reach a conclusion according to the pre-determined evaluation criteria. The purposes of the evaluations carried out are to determine how much effort the employees make for the organizational goals, to increase the morale and motivation levels of the employees by maintaining the communication between the employees in the organization and to support their individual development that allows them to realize themselves (Kaçar, 2018:10). The performance evaluation is an illustration of the effort of an employee or a team member (Birsen, 2018:25). It is like a final photograph of the performance shown.

The organizations conduct the performance evaluations according to the managerial decisions such as the allocation of the promotions, financial rewards and training needs for the development of their employees. The performance evaluation is carried out with the processes of making a description of the objectives or a job, identifying the specific job expectations, providing feedback and guidance when needed (Hillman, Schwandt, & Bartz, 1990:20).

Briefly, performance evaluation is a valid system in which an employee's performance quality is assessed. However, this assessment should be viewed as an important process of the performance management with a wider scope associated with the elements such as the organizational goals, daily performance, professional development, rewards and incentives rather than the outcome of a job in itself. The performance of an employee or team member should be evaluated by taking care of his/her knowledge and expertise of the job, the quality and quantity of the product or service provided, his/her initiative, management skills, leadership, dependence, cooperation, common sense, versatility and personal health status. This evaluation is about both past and future potential performances of the employee.

For an effective performance evaluation, the criteria with the specific characteristics should be identified. The opinions about what these criteria include affect the supervisors or managers who are responsible for the assessment directly. The criteria of this process that helps the employees to develop by reflecting their actual and future performance, ought to be also comprehensive. The internal resources such as job analysis, job definitions and employee placement tables are used in the forming of the performance evaluation criteria. The data from the external resources are also important for the evaluation criteria. The performance criteria used commonly are as follows (Okakın, 2009:99):

- The Production and Sales Criteria: Number of products or sales.
- The Employee Criteria: A high rate of absenteeism, occupational accident, obtaining a leave and being tired.
- The Administrative Criteria: The opinions of the managers and the superiors.
- The Behavioral Criteria: Reliability, decision-making, eliminating the problems.

When the performance evaluation criteria are determined, the character qualifications of the employees are also used. The employees are also evaluated according to their qualifications such as decision-making, common sense and their behaviours and collective work expectations (Bingöl, 2013:381). The following points should be taken into consideration when determining the performance evaluation criteria (Kaçar, 2018:26-27):

- They should allow the assessment of the results of the job done.
- The employees should be informed in advance.
- They should be neutral and reasonable.
- They should not include the biased measurements.
- They should include the valid observations.
- They should be compatible with the structure of the organization.
- They should allow the employees to assess and evaluate the leadership and management skills.
- The performance and attitudes are as important as the products or services and results.

The performance measurement and evaluation criteria should be formed by considering all above points. The results of the evaluations made with these criteria have a significant impact on both the actual and possible performances

of the managers and employees. With these results, the employees and their managers will be able to experience the situations such as promotion, bonuses, salary increases and job rotation that affect their careers and job satisfaction.

In general, the advantages of the performance evaluation are supporting the achievement of the objectives of the organization with the rewarding system, determining and increasing the performance level of the employee, increasing the individual motivation, determining the development requirements and possible performance, collecting the information required for the effective planning (İplik, 2004:19). An effective performance evaluation enables the organizations to improve their performance, increase their motivation and solve some morale problems (Çetin, Elmalı, & Arslan, 2017:154-155). The employees need to learn about their own success and receive any feedback. Although the performance evaluation is an individual psychological requirement on an employee basis, it also has an important role in human resources planning within the organization. The advantages of the performance evaluation for the employees can be listed as follows (Mutlu, 2012:7):

- The psychological needs of the employees are met. Their self-confidence develops and the satisfaction to job increases.
- The employees adopt the objectives of the organization well.
- It helps the employees to see their weakness and strengths individually by supporting them to complete their deficiencies.
- The employees focus on their performance and their motivation increases with the feedback they receive about their performance. It improves the employee satisfaction and self-confidence.
- The employees understand the expectations and desires of their managers.
- The employees are aware of their duties and responsibilities in the organization.
- It is believed that there is a fair assessment of the employees in terms of promotion, rotation, salary increase and punishment.
- The performance evaluation provides the emergence of the employees with the different skills.
- The employees can assess their own success according to the neutral standards.

Some of the disadvantages associated with an inefficient performance evaluation are as follows (Akçakanat, 2009:12):

- If a fair performance assessment is not carried out, the employees' motivation decreases.
- For the employees who are not very open to the criticism, this assessment may disrupt their daily work relationships.
- The employees who have negative experiences with the systems that are not organized regularly, may suspect this assessment.
- Generally, the managers do not want to give the low scores, so it is a major problem.
- There may be the biased or racist attitudes that may affect the assessment.
- The performance evaluation programs may cause time and money loss in practice.

In order to benefit from the advantages of the performance evaluation, it is necessary to perform it according to the determined standards without any errors and accurately.

3. The Purpose, Universe, Sample, Data Collection Tools, Method and Hypotheses of The Research

The purpose of the study is to examine the effect of the types of manager on team performance. In the sub-purposes of the study, it is also possible to determine the socio-demographic factors affecting team performance of cabin crew. According to the socio-demographic characteristics, the differentiations of the types of manager and team performance were examined.

The universe of this study is composed of the cabin attendants and cabin chiefs working for an airline company in İstanbul. The sample of the study consisted of 600 people randomly selected among these cabin crew. This research is limited to the answers given by 600 people randomly selected among these cabin attendants and cabin chiefs working for an airline company that is operating all of its flights from the new airport called İstanbul Airport in 2019.

For the data collection, a "personal information form" that consists of 6 socio-demographic questions, a "leadership scale" and a "team performance scale" that reveal the main factors, were applied to the cabin crew.

For the statistical analyzes, SPSS 22.0 program was used. The descriptive statistical methods such as arithmetic mean, frequency and standard deviation were used. The descriptive statistics of the statements in the scales of leadership and team performance were obtained. The normality test of the related scales was conducted and the parametric tests were used since the scales were considered as in the normal distribution. In order to examine the differentiations between the scales of the types of manager and team performance according to the socio-demographic variables, the independent sample T test was applied when there were two independent variables; when there were more than two independent variables, ANOVA test was applied. The Pearson Correlation analysis was used to examine the relationship between the types of manager and team performance. The regression analysis was conducted to examine the effect and the level of the effect of the types of manager on team performance. Tukey HSD (Honestly Significant Difference) test was used to determine the source of the difference between the variables that were significant in the comparisons.

The hypothesis of this study is the relationship between the types of manager and team performance with the socio-demographic factors. In addition, the effect and the level of the impact of the transformational, task-oriented and laissez-faire manager types on team performance that are thought to be the most frequently encountered were also examined. The hypotheses determined are as follows:

- H₁: The types of manager have an effect in team performance.
- H₂: There is a significant positive relationship between transformational manager type and team performance.
- H₃: There is a significant positive relationship between task-oriented manager type and team performance.
- H₄: There is a significant positive relationship between laissez-faire manager type and team performance.
- H₅: There is a significant difference between the types of manager and the age of cabin crew members.
- H₆: There is a significant difference between the types of manager and the gender of cabin crew members.
- H₇: There is a significant difference between the types of manager and the marital status of cabin crew members.
- H₈: There is a significant difference between the types of manager and the positions of cabin crew members.
- H₉: There is a significant difference between the types of manager and the working time (working years) of cabin crew members.
- H₁₀: There is a significant difference between the types of manager and the education level of cabin crew members.
- H₁₁: There is a significant difference between team performance and the age of cabin crew members.
- H₁₂: There is a significant difference between team performance and the gender of cabin crew members.
- H₁₃: There is a significant difference between team performance and the marital status of cabin crew members.
- H₁₄: There is a significant difference between team performance and the positions of cabin crew members.
- H₁₅: There is a significant difference between team performance and the working time (working years) of cabin crew members.
- H₁₆: There is a significant difference between team performance and the education level of cabin crew members.

4. Data Analysis

In this section, the findings of the research are focused on.

4.1. The Socio-Demographic Characteristics of The Participants

According to the findings of the gender variable, 42,8 percent of the participants were male; 57,2 percent of them were female. According to the findings of the age variable, 13,7 percent of the participants were between 18-25 years old; 70 percent of them were between 26-33 years old; 14,8 percent of them were between 34-41 years old and 1,5 percent of them were between 42-49 years old. According to the finding of the education variable, 11,3 percent of the participants were graduated from the high school; 30,8 percent of them were graduated from the vocational high schools; 54,5 percent of them were undergraduated and 3,3 percent of them were graduated. According to the findings of the marital status variable, 34,5 percent of the participants were married; 63,0 percent of them were single and 2,5 percent of them answered as other. According to the findings of the working time (working years) variable, 16,3 percent of the participants have a 0-1 years experience; 30,3 percent of them have a 1-5 years experience; 47 percent of them have a 5-10 years experience and 6,3 percent of them have a 10 and more years experience. According to the findings of the position variable, 68,7 percent of the participants were a cabin attendant and 31,3 percent of them were a cabin chief.

4.2. The Descriptive Statistics of the Participants' Opinions on the Types of Manager and Team Performance

When the descriptive statistics of the types of manager scale were examined, the highest level of the participation was found in the statement of "17. Our manager strongly believes in a motto as if a system works, do not tinker with it." with an average of 3,83 percent of the participation. The lowest participation and an average of 2.28 percent of it was the statement of "19. Our manager considers us as an individual, not as a part of the team.". In general, it can be said that the cabin crew who participated in the survey, understood the statements well. It is also said that the cabin crew avoid to intervene in a regular system. The cabin crew do not want to intervene unnecessarily, especially as the flight operations are considered as a situation that the external technical intervention from outside is impossible. In addition, as a rule of being a cabin crew, the cabin crew participated in the survey proved that they were considered as part of the team by providing the least participation of the statement against the inclusion of all of the team members without being excluded.

When the descriptive statistics of team performance scale were examined, with the highest average of 3,99 percent of the participation, the statement of "9. A a team, we can work together to resolve the destructive conflicts rather than ingoring them." was found. It was the lowest participation with 2,92 percent of the statement of "19. There is a good match according to their abilities and responsibilities between the members in a team". It is proven that the most important thing between the cabin crew is to solve the destructive conflicts by working collectively instead of ignoring them. Thee successful and effective team performance depends upon the intention of the team members to work together to resolve the conflicts. Sometimes, there may not be a good match between the team members according to their abilities and responsibilities.

4.3. The Reliability Analysis of the Scales of Leadership and Team Performance

In this study, the data of 600 people in the scales used were firstly entered into the SPSS 22.0 program and the reliability analysis of the data obtained was conducted and how the amount of these data was random was examined. The reliability analyzes of the applied scales are shown in the table below:

Scales	Cronbach's Alpha Value	Number of the Statements
Leadership	0,893	45
Team Performance	0,885	20

Table 1: The Reliability Analysis of the Scales

As a result of the reliability analysis applied to the scales of leadership with 45 statements and team performance with 20 statements, by taking the average of both scales' results, it was found that the realted scales were highly reliable with Cronbach's Alpha (α) value (0,889) because they corresponded to the range of $0,80 \leq \alpha < 1,00$ that is one of the below mentioned criterion values.

4.4. The Normality Test

The most commonly distribution used in the statistical studies is normal distribution. The normal distribution has a symmetrical feature. Whether the set of the data is in the normal distribution or not can be examined by kurtosis and skewness measurements. If there is a full symmetry, the coefficient of kurtosis an a skewness is assumed to be zero. If the kurtosis and skewness values are between -1,5 and +1,5, this indicates that the distribution is normal (Kalaycı, 2008:53). In this research, the normality test was conducted and the following table was obtained as a result of the related test:

	Transformational Manager Type	Task-Oriented Manager Type	Laissez-Faire Manager Type	Team Performance
Skewness	0,095	-0,054	-0,139	-0,497
Kurtosis	-0,820	-1,129	-0,062	1,430

Table 2: The Normality Test

As seen in the table above, it is showed that the data is in the normal distribution since the skewness and kurtosis coefficients of the research are between -1,5 and +1,5. Therefore, the parametric tests were used in the study.

4.5. The Analyses of the Hypotheses

4.5.1. The Differentiation Status of the Types of Manager According to the Socio-Demographic Variables

As a result of the independent sample T test that was conducted to examine the differentiation status of the types of manager according to the gender, no significant difference was found statistically ($p > 0,05$). According to this statement, the hypothesis of H_6 was rejected. The related data is shown in the following table:

Dimensions	The Gender	N	*Mean	Standard Dev.	T	P
Transformational Manager Type	Male	255	2,8498	,99096	-,644	,520
	Female	336	2,9028	,99032		
Task-Oriented Manager Type	Male	257	2,9011	1,08660	-1,099	,272
	Female	343	2,9992	1,07938		
Laissez-Faire Manager Type	Male	257	3,0441	,85226	-,570	,569
	Female	341	3,0831	,80882		
General Manager Types	Male	254	2,9216	,59050	-,693	,488
	Female	332	2,9556	,58509		

Table 3: T- test Results for H_6

*Mean Difference is statistically significant according to the p value ($p < 0,05$)

The ANOVA test was conducted to examine the differentiation status of the types of manager according to the age variable and a significant difference was found for all dimensions except of the task-oriented manager type ($p < 0,05$). As a result of Tukey HSD test, it was determined that the average of the transformational manager type of the cabin crew between 42-49 years old, laissez-faire manager type of the cabin crew between 34-41 years old and the general types of manager of the cabin crew between 42-49 years old were higher than the others. According to this statement, the hypothesis of H_5 was approved. The related data is shown in the following table:

Dimensions	The Age	N	*Mean	Standard Dev.	F	P
Transformational Manager Type	18-25	82	2,5516	1,06897	3,572	,014
	26-33	413	2,9378	,96355		
	34-41	87	2,9040	,99936		
	42-49	9	2,9869	,93877		
	Total	591	2,8800	,99011		
Task-Oriented Manager Type	18-25	82	3,1202	1,13055	2,424	,065
	26-33	420	2,9517	1,09826		
	34-41	89	2,7721	,97575		
	42-49	9	3,5556	,34585		
	Total	600	2,9571	1,08266		
Laissez-Faire Manager Type	18-25	80	2,7292	,79925	5,337	,001
	26-33	420	3,1198	,77187		
	34-41	89	3,1273	1,02556		
	42-49	9	2,9630	,80699		
	Total	598	3,0663	,82729		
General Manager Types	18-25	80	2,7714	,60283	3,513	,015
	26-33	410	2,9846	,55855		
	34-41	87	2,8771	,65470		
	42-49	9	3,0716	,78534		
	Total	586	2,9408	,58718		

Table 4: ANOVA Test for H_5

*Mean Difference Is Statistically Significant According To The P Value ($P < 0,05$)

As a result of the ANOVA test that was conducted to examine the differentiation of the types of manager according to the education level, a significant difference was found for the dimensions of the task-oriented and laissez-faire manager types ($p < 0,05$). As a result of Tukey HSD test, it was determined that the average of the transformational manager type and general types of manager supported by the cabin crew who were undergraduate and the average of the task-oriented and laissez-faire manager types of the cabin crew who were graduated from the high school were higher than the others. According to this statement, the hypothesis of H_{10} was approved. The related data is shown in the following table:

Dimensions	The Education Level	N	*Mean	Standard Dev.	F	P
Transformational Manager Type	High School	68	2,7249	,91166	2,195	,088
	Vocational High School	182	2,7728	,99296		
	Undergraduate	321	2,9709	1,00598		
	Graduate	20	2,9235	,85778		
	Total	591	2,8800	,99011		
Task-Oriented Manager Type	High School	68	3,2710	,91328	4,933	,002
	Vocational High School	185	3,0533	1,06182		
	Undergraduate	327	2,8716	1,09169		
	Graduate	20	2,4000	1,32286		
	Total	600	2,9571	1,08266		
Laissez-Faire Manager Type	High School	68	3,2010	,89617	5,729	,001
	Vocational High School	185	2,9495	,77544		
	Undergraduate	325	3,1385	,83947		
	Graduate	20	2,5167	,47726		
	Total	598	3,0663	,82729		
General Manager Types	High School	68	2,9252	,57632	1,119	,341
	Vocational High School	182	2,8803	,59497		
	Undergraduate	316	2,9795	,59646		
	Graduate	20	2,9333	,33578		
	Total	586	2,9408	,58718		

Table 5: ANOVA test for H_{10}

*Mean Difference is statistically significant according to the p value ($p < 0,05$)

As a result of the ANOVA test that was conducted to examine the differentiation of the types of manager according to the marital status, a significant difference was found for all dimensions except the task-oriented manager type ($p < 0,05$). As a result of Tukey HSD test, it was determined that the average of the transformational and laissez-faire manager types supported by the cabin crew who were married was higher than the cabin crew who were single. According to this statement, the hypothesis of H_7 was approved. The related data is shown in the following table:

Dimensions	The Marital Status	N	*Mean	Standard Dev.	F	P
Transformational Manager Type	Married	201	2,9377	,93084	3,141	,044
	Single	375	2,8731	1,01700		
	Other	15	2,2784	,93180		
	Total	591	2,8800	,99011		
Task-Oriented Manager Type	Married	207	3,0794	1,02529	2,394	,092
	Single	378	2,9021	1,11304		
	Other	15	2,6571	,96105		
	Total	600	2,9571	1,08266		
Laissez-Faire Manager Type	Married	207	3,1481	,77136	4,080	,017
	Single	376	3,0417	,84207		
	Other	15	2,5556	1,02094		
	Total	598	3,0663	,82729		
General Manager Types	Married	201	2,9879	,54659	6,844	,001
	Single	370	2,9366	,59474		
	Other	15	2,4133	,69677		
	Total	586	2,9408	,58718		

Table 6: ANOVA Test for H_7
Mean Difference Is Statistically Significant According to the P Value ($P < 0,05$)

The ANOVA test was conducted in order to examine the differentiation status of the types of manager according to the working time (working years) and a significant difference was found for all dimensions ($p < 0,05$). As a result of Tukey HSD test, the average of the transformational manager type supported by the cabin crew who had a 10 and more years' experience, the task-oriented manager type supported by the cabin crew who had a 0-1 year experience, the laissez-faire manager type supported by the cabin crew who had a 1-5 years' experience and the types of manager supported by the cabin crew who had a 5-10 years' experience were higher than the others. According to this statement, the hypothesis of H_9 was approved. The related data is shown in the following table:

Dimensions	The Working Years	N	*Mean	Standard Dev.	F	P
Transformational Manager Type	0-1 years	95	2,5833	1,05138	5,295	,001
	1-5 years	182	2,8045	1,03492		
	5-10 years	276	3,0032	,91037		
	10 and more years	38	3,0882	1,00627		
	Total	591	2,8800	,99011		
Task-Oriented Manager Type	0-1 years	98	3,2915	1,12988	3,903	,009
	1-5 years	182	2,8995	1,06757		
	5-10 years	282	2,9007	1,06195		
	10 and more years	38	2,7895	1,06010		
	Total	600	2,9571	1,08266		
Laissez-Faire Manager Type	0-1 years	98	2,8435	,78678	7,668	,000
	1-5 years	180	3,0037	,80346		
	5-10 years	282	3,2210	,84060		
	10 and more years	38	2,7895	,72045		
	Total	598	3,0663	,82729		
General Manager Types	0-1 years	95	2,8023	,63620	3,973	,008
	1-5 years	179	2,8872	,59454		
	5-10 years	274	3,0184	,55495		
	10 and more years	38	2,9807	,58367		
	Total	586	2,9408	,58718		

Table 7: ANOVA Test for H_9
Mean Difference is statistically significant according to the p value ($p < 0,05$)

As a result of the independent sample T test conducted to examine the differentiation status of the types of manager according to the positions, a significant difference was found for the dimension of the transformational manager type ($p < 0,05$). As a result of Tukey HSD test, the average of the types of manager such as transformational, laissez-faire, task-oriented and general supported by the cabin crew who were a cabin chief was higher than the average of the cabin crew who were a cabin attendant. According to this statement, the hypothesis of H_8 was approved. The related data is shown in the following table:

Dimensions	The Positions	N	*Mean	Standard Dev.	T	P
Transformational Manager Type	Cabin Attendant	409	2,8244	1,00688	-2,051	,041
	Cabin Chief	182	3,0048	,94211		
Task-Oriented Manager Type	Cabin Attendant	412	3,0007	1,07289	1,460	,145
	Cabin Chief	188	2,8617	1,10062		
Laissez-Faire Manager Type	Cabin Attendant	410	3,0276	,82825	-1,692	,091
	Cabin Chief	188	3,1507	,82106		
General Manager Types	Cabin Attendant	404	2,9171	,59811	-1,463	,144
	Cabin Chief	182	2,9937	,56013		

Table 8: T-test for H_8
Mean Difference Is Statistically Significant According to the P Value ($p < 0,05$)

4.5.2. The Differentiation Status of Team Performance According to the Socio-Demographic Variables

According to the table below, no significant difference was found in the independent sample T test to examine the differentiation status of team performance according to the gender ($p > 0,05$). According to this statement, the hypothesis of H_{12} was rejected. ANOVA test was used to examine the differentiation status of team performance according to the age ($p < 0,05$). It was determined that the average of team performance of the cabin crew who were between 26-33 was higher than the average of team performance of the cabin crew who were in other age ranges. According to this statement, the hypothesis of H_{11} was approved.

ANOVA test was conducted to examine the differentiation status of team performance according to the educational level ($p > 0,05$) and there was no significant difference. According to this statement, the hypothesis of H_{16} was rejected. ANOVA test was conducted to examine the differentiation status of team performance according to the marital status ($p > 0,05$) and no significant difference was found in the test. According to this statement, the hypothesis of H_{13} was rejected. ANOVA test was conducted to examine the differentiation status of team performance according to the working years ($p < 0,05$). As a result of Tukey HSD test, the average of team performance of the cabin crew who had a 1-5 years' experience was higher than the average of the others. According to this statement, the hypothesis of H_{15} was approved. There was a significant difference in the independent sample T test to examine the differentiation status of team performance according to the positions ($p < 0,05$). It was determined that the average of team performance of the cabin crew who were a cabin chief was higher than the average of team performance of the cabin crew who were a cabin attendant. According to this statement, the hypothesis of H_{14} was approved. The related data is shown in the following table:

		n	* Mean
The Age (p value: ,002)	18-25	82	3,3067
	26-33	420	3,5967
	34-41	89	3,3556
	42-49	9	3,5056
	Total	600	3,5199
The Gender (p value: ,745)	Female	343	3,5289
	Male	257	3,5080
The Marital Status (p value: ,160)	Married	207	3,5693
	Single	378	3,5056
	Other	15	3,2000
	Total	600	3,5199
The Working Years (p value: ,000)	0-1 years	98	3,2403
	1-5 years	182	3,6052
	5-10 years	282	3,5807
	10 and more years	38	3,3816
	Total	600	3,5199
The Education Level (p value: ,081)	High School	68	3,3684
	Vocational High School	185	3,4665
	Undergraduate	327	3,5885
	Graduate	20	3,4075
	Total	600	3,5199
Positions (p value: ,043)	Cabin Attendant	412	3,4775
	Cabin Chief	188	3,6128

Table 9: The Differentiation Status of Team Performance According to the Socio-Demographic Variables
- Mean Difference Is Statistically Significant According to the P Value ($P < 0,05$)

4.5.3. The Correlation Analysis

A correlation analysis was conducted in order to determine the relationship between types of manager and team performance. The correlation coefficient is the letter of r. The analysis results are shown in the following table:

		Transformational Manager Type	Task-Oriented Manager Type	Laissez-Faire Manager Type	General Manager Types	Team Performance
Transformational Manager Type	r	1	-,744**	,423**	,932**	,474**
	p		,000	,000	,000	,000
Task-Oriented Manager Type	r	-,744**	1	-,193**	-,538**	-,345**
	p	,000		,000	,000	,000
Laissez-Faire Manager Type	r	,423**	-,193**	1	,532**	,271**
	p	,000	,000		,000	,000
General Manager Types	r	,932**	-,538**	,532**	1	,489**
	p	,000	,000	,000		,000
Team Performance	r	,474**	-,345**	,271**	,489**	1
	p	,000	,000	,000	,000	

Table 10: The Correlation Analysis between Types of Manager and Team Performance

According to this table, a positive significant relationship was found between team performance and types of manager such as transformational, laissez-faire and general types ($r > 0$, $p < 0,05$). A significant negative relationship was found between team performance and task-oriented manager type dimension ($r < 0$, $p < 0,05$). According to this statement, the hypothesis of H_3 was rejected.

4.5.4. The Regression Analysis

In order to examine the effect of types of manager on team performance, Linear Regression Analysis was conducted. The following table shows the regression model and R^2 value in the model summary represents the effect of the independent variable on the dependent variable:

R	R^2	Corrected R^2	Standard Error of Estimate	F	P
,477 ^a	,227	,223	,67189	57,382	,000 ^b
a. Dependent Variable: Team Performance b. Predictor Variables: Transformational, Laissez-Faire and Task-Oriented Manager Types					

Table 11: The Regression Model

As it is seen in the analysis model table above, the formed regression model was found to be significant ($p = 0,000 < 0,05$). In the former model, types of manager explain about % 22,7 of the change on team performance. In other words, a % 22,7 of change on team performance is explained by types of manager.

According to the table below, 1 ratio increase in the transformational manager type increases the team performance with the ratio of 0,331. The coefficient of the transformational manager type variable is significant ($p < 0,05$). As the beta coefficient in the transformational manager type variable is higher than the others, it indicates that it is the most important variable in the model. 1 ratio increase in the laissez-faire manager type increases the team performance with the ratio of 0,084. The coefficient of the laissez-faire manager type variable is also significant ($p < 0,05$). 1 ratio increase in the task-oriented manager type variable decreases the team performance with the ratio of -0,003. The coefficient of the task-oriented manager type is not significant ($p > 0,05$).

Model					
	B	Standard error	Beta	t	P
1 Variable	2,323	,224		10,378	,000
Transformational Manager Type	,331	,047	,428	7,082	,000
Task-Oriented Manager Type	-,003	,039	-,004	-,078	,938
Laissez-Faire Manager Type	,084	,038	,091	2,216	,027

Table 12: Table of the Regression's Coefficients

As a result of the analyzes above, the accepted hypotheses of the research are H_1 , H_2 and H_4 .

5. Conclusions and Recommendations

% 57,2 of the participants of the survey were female and % 42,8 of them were male cabin crew. In the aviation sector, it is thought that the profession of cabin crew that is known as a female sovereign, is also being performed by the men. The percentage of the cabin crew who answered as married was % 34,5; the percentage of the participants who answered as single was % 63 and the rest of them was % 2,5. In the past, the obligation to be single for cabin crew was abolished and now they are allowed to be married. In addition, they are provided with many union and social benefits by the airline companies for that they work in cases of marriage and birth. The difficulties of working as a cabin crew can be eliminated with the motivation elements such as spouses, children and family. When looked at the average age of the participants, it is seen that % 70 of the cabin crew's age was between 26-33 and % 1,5 of those were between 42-49 years. The reason for that is that the cabin crew working in the aviation sector have a younger age average. It was determined that % 54,5 of the participants were bachelor, % 30,8 of them were graduated from a vocational high school, % 11,3 of them were graduated from a high school and % 3,3 of them has a master degree. The reason of why there is a high education level is due to the changes of being a crew in the aviation sector in Turkey. With this new perspective, the criteria to be a cabin crew has changed and the airlines have set a different path for their cabin crew recruitment policies and processes. In addition to this, thanks to the aviation departments opened in the many universities and vocational high schools in Turkey, more qualified cabin crew candidates are educated. Some airlines also provide these students who are studying at the relevant departments of the universities or vocational high schools to do their formal internship, so that they will have the opportunity to practice their future job and even to work. The fact that the cabin crew who participated in the survey had a high education level enables them to understand the types of manager and team performance well. The educated cabin crew pay more attention on by whom they are managed and how their performance is evaluated. It was determined that % 47 of the cabin crew had a 5-10 years' experience, % 30,3 of them had a 1-5 years' experience, % 16,3 of them had a 0-1 year experience and % 6,3 of them had a 10 and more years' experience. It was determined that the cabin crew who took a consequent seniority in an airline company changed their perspective on the types of manager and team performance. In particular, the cabin crew having a 10 and more year's seniority supported the transformational manager type; the cabin crew having a 0-1-year seniority supported the task-oriented manager type and the cabin crew having a 1-5- and 5-10-years seniority supported the laissez-faire manager type. According to the cabin crew having more seniority, types of manager are more flexible and constructive. % 68,7 of the participants were a cabin attendant and the rest of them were a cabin chief. This reveals the importance of the performance evaluations by their cabin chiefs for the cabin attendants and they are more influenced with their cabin chiefs' types of manager. Any negative evaluations may have some delays for the cabin attendants' careers such as being upgraded as a cabin chief. In addition, the success and high motivation of the cabin chief has a positive effect on the team performance.

Shortly, according to the answers given by the cabin crew participating in the survey, it is proved that the types of manager have a significant effect on the team performance as a high ratio of % 22,7. In particular, it has been shown that the transformational and laissez-faire manager types have a more positive effect on team performance when compared to the task-oriented manager type. As a result of this study, the following recommendations may be listed:

- The other types of manager that affect the team performance of the cabin crew adversely may be examined.
- The other factors that improve the team performance of the cabin crew may be examined.
- The sample group of the study may be changed and the study may be reorganized.
- The study field may be enlarged by adding to the other variables to the research.

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