

The Mediating Role of Work Alienation in the Effect of Democratic and Autocratic Leadership Styles on Counterproductive Behaviors: A Study in Ankara OSTİM Industrial Zone

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Abstract

Incorrect perception of organizational management, especially when combined with work alienation in business life, can lead to essential work activities problems. This study's primary purpose is to determine whether "alienation from work" functions as a mediator in the effect of counterproductive behavior that can be caused by the forms of democratic leadership and autocratic leadership in organizations. In the research, "do democratic and autocratic leadership styles have a mediating role in the perception of work alienation in counterproductive behaviors." The question has been tried to be answered. The research method is designed according to the quantitative research method, and it is research patterned towards the relational scanning model based on general scanning models. According to the simple random sampling method, research data were collected from four enterprises operating heavy machinery production in Ankara OSTİM Industrial Zone. The obtained data were analyzed with SPSS and AMOS programs. In the analysis of the data, besides descriptive analysis, difference and relationship tests were performed. According to the findings obtained from the research data analysis, while democratic leadership has a positive effect on work alienation, it has not affected counterproductive behavior. Autocratic leadership has been found to have an impact on work alienation and counterproductive behavior. While work alienation had a mediating effect on the effect of democratic leadership on counterproductive behavior, no mediating effect of work alienation was found in the effect of autocratic leadership on counterproductive behavior. While positive organizational behaviors are expected from employees who are managed with a participatory and liberal style, oppressive and non-participatory management encourages negative behaviors towards their employees, leading to alienation from their jobs

Keywords: *Democratic leadership, autocratic leadership, work alienation, counterproductive behavior, mediating effect*

Demokratik ve Otokratik Liderlik Tarzlarının Üretkenlik Karşıtı İş Davranışına Etkisinde İşe Yabancılaşmanın Aracı Rolü: Ankara OSTİM Sanayi Bölgesinde Bir Araştırma

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Öz

Yanlış örgütsel yönetim algısı, özellikle iş yaşamında işe yabancılaşma ile birleşince önemli çalışma faaliyetleri sorunlarına yol açabilmektedir. Bu araştırmanın temel amacı, örgütlerde yönetim biçimleri olan demokratik liderlik ile otokratik liderlik tarzlarının sebep olabileceği üretkenlik karşıtı iş davranışına etkisinde “işe yabancılaşmanın” aracı bir işlev görüp görmediğini belirlemektir. Araştırmada “demokratik ve otokratik liderlik tarzlarının üretkenlik karşıtı iş davranışında “işe yabancılaşma” algısının aracı bir rolü var mıdır” sorusu cevaplandırılmaya çalışılmıştır. Araştırma yöntemi nicel araştırma yöntemine göre tasarlanmış ve genel tarama modellerinden yola çıkılarak ilişkisel tarama modeline doğru desenlenen bir araştırmadır. Araştırma verileri basit tesadüfi örnekleme yöntemine göre Ankara OSTİM Sanayi Bölgesindeki ağır makine üretim faaliyetleri gösteren dört işletmeden toplanmıştır. Elde edilen veriler SPSS ve AMOS programlarıyla analiz edilmiştir. Verilerin analizinde betimsel analizlerin yanında fark ve ilişki testleri yapılmıştır. Araştırma verilerinin analizinden elde edilen bulgulara göre demokratik liderliği işe yabancılaşma üzerinde pozitif yönlü etkisi bulunurken, üretkenlik karşıtı iş davranışına etkisi bulunmamıştır. Otokratik liderliğin işe yabancılaşma ve üretkenlik karşıtı iş davranışına etkisi bulunmuştur. Demokratik liderliğin üretkenlik karşıtı iş davranışına etkisinde işe yabancılaşmanın aracı etkisi bulunurken otokratik liderliğin üretkenlik karşıtı iş davranışına etkisinde işe yabancılaşmanın aracı etkisi bulunmamıştır. Katılımcı ve serbestlik tarzıyla yönetilen çalışanlarda olumlu örgütsel davranışlar beklenirken, baskıcı ve katılımı sağlamayan yönetimler çalışanlarında işe karşı olumsuz davranışları teşvik ederek çalışanların işlerine yabancılaşmalarına yol açabilmektedir.

Anahtar Kelimeler: Demokratik liderlik, otokratik liderlik, işe yabancılaşma, üretkenlik karşıtı iş davranışı, aracı etki.

Introduction

One of the most critical factors in organizations' performance and superiority over their competitors is management. It is thought that determining the most effective and most appropriate management style for employees will increase organizations' productivity and increase employees' commitment to the organization and provide job satisfaction. In this context, it is seen that managers adopt different management styles according to the status of the organizations and the knowledge level and abilities of the employees. It is known that organization managers who trust their employees and trust their expertise adopt a more participatory and people-oriented management style. On the other hand, it is seen that managers who do not trust their employees enough and feel the need to keep their employees under constant control adopt a more oppressive and business-oriented management style.

The leadership style adopted at the management stage in organizations is among the crucial factors that affect the communication between employees and managers and make employees feel loyalty and a sense of belonging to the organization (Ogunola et al., 2013, p.3716). At this point, the leadership and management style organizations adopted in the organization may have positive effects such as performance increase, employee satisfaction, and production efficiency. However, on the contrary, it may also negatively affect organizations' performance, resulting in employee dissatisfaction and, as a result, alienation of employees from the organization (Adekeye and Ajayi, 2020). In this context, organizations should choose the most appropriate management style to be successful (Karimi et al., 2011, p. 1685). Employees will have positive feelings about their organizations, especially with the democratic leadership style displayed in organizations where organizational democracy has developed (Weber et al., 2020, p. 1011). At this point, it can be said that the outputs of organizations that value their employees, offer opportunities to achieve their goals, and implement a management style that can positively affect their motivation can also be positive. On the other hand, negative approaches and methods in managers' management style negatively affect employees' attitudes and behaviors (Kanten and Ülker, 2014, p. 18). These adverse situations may cause employees in organizations to exhibit counterproductive behaviors.

Counterproductive behaviors are generally seen as deviant and destructive behaviors that occur as a result of negative feelings towards the knitting of employees, in the literature (Bennett and Robinson, 2000; Appelbaum et al., 2007; Thau et al., 2009; Yen and Teng, 2013; Adekeye and Ajayi, 2020; Liao et al., 2020; Liu et al., 2020). Although it is known that organizations' essential resources are people, it is essential to determine the most appropriate management style for employees. Besides, employees' feelings and thoughts should be cared for and made to feel valuable to work efficiently in the organization. Conversely, employees may be alienated from their jobs and exhibit counterproductive behaviors in organizations that do not care about employees. In this context, it was deemed necessary to focus on management style. In other words, different leadership styles applied to employees, work alienation, and counterproductive behaviors. *The study's problem* is that employees may exhibit counterproductive behaviors by turning to negative behaviors and inefficient work towards the organization due to not adopting the right management style. In this direction, *the research's primary purpose* is; To analyze the interactions of management styles (democratic-autocratic), alienation to work, and counterproductive behaviors. *The research question was determined as "do democratic and autocratic leadership styles have a mediating role in the perception of work alienation in counterproductive behaviors."* To answer the research question, an application was made for employees working in Ankara OSTİM Industrial Zone factories. The reason for selecting the research sample among the factory employees is that factory employees are most alienated from work. According to Toker (1978, p. 85), work alienation is common among factory employees, and no contribution or creativity is expected from these people, as factory employees only follow their superiors' orders throughout the day. For this reason, factory employees tend to alienate themselves from their work because they cannot feel that they contribute to the production of a product.

Scientific research should be based on theoretical approaches, as scientific knowledge is based on previous researchers' experience and knowledge (Tutar and Erdem, 2020, p. 123). In this context, the theoretical basis of the research is based on the Social Exchange Theory.

Conceptual Framework and Hypotheses

Management Styles

The management style expresses some rules and philosophies that enable all organization activities to be carried out together and make it easier to benefit from the employees' skills (Kanten and Ülker, 2014, p. 19). In this context, the management style is how the management applies the rules and attitudes towards employees, manages the work environments' physical conditions, and provides job satisfaction to the management employees (Mitchell, 1982, p.139).

Although it is seen in the literature that there is no single and universal management style that organizations can apply, it is seen that these management styles may vary according to some factors, and there are different management styles that can be applied (Poon et al., 2005, p.35). Within the research scope, organizations' leadership conceptions as a management style were handled, and investigations were made. Explanations have been made about democratic leadership and autocratic leadership styles, two opposite leadership styles in organizations.

Democratic Leadership Behavior

Democratic leadership is seen as a type of leadership where leaders share all their decisions with their employees or followers. In democratic leadership, subordinates are regularly informed about the decisions taken, and the opinions of the employees are also asked while making these decisions. Besides, an essential feature that makes democratic leaders stand out is that these leaders classify their subordinates according to their fields of expertise. Success can be achieved by ensuring team cohesion by ensuring that democratic leaders are in a constant exchange of information by classifying subordinates according to their areas of expertise (Tengilimoğlu, 2005, p. 7-8; Allafchi, 2017, p. 169; Wilson, 2020). Employees in organizations managed by democratic leadership believe that organizational efficiency will also be achieved, knowing that decisions will be made in consultation with their own opinions. On the other hand, solidarity will be encouraged by enabling subordinates to communicate with their colleagues in a democratic environment quickly, and positive relations between managers and employees

will be ensured. In this way, job satisfaction will be achieved in organizations managed with a democratic leadership style (Yörük et al., 2011, p. 105).

In the neoclassical period, work and people started to gain more importance in democratic leadership with the maximum importance attached (Sabuncuoğlu and Tokol, 2001). In democratic leadership, which is stated to be important in modern organizational structures, employees' participation in decision-making processes and authority transfer is essential. In this context, managers in the democratic management style, defined as a participatory management style, expect employees to work in a particular rule and order. Successful employees in this type of leadership are supported and rewarded, and their motivation level is increased in this way. On the other hand, employees and followers' opinions are taken into account in decision-making processes (Marshall, 2012, p. 20; Woods, 2020). At this point, Democratic leaders who care about people frequently consider the organizations and employees in which they operate. They always show a willingness to accept criticism. In this context, they give importance to human relations. They support their subordinates in all organizational affairs and consider that subordinates' decisions have a crucial place by giving importance to their subordinates' participation in their decisions (Wiersema and Bantel, 1992, p. 94).

Counterproductive Behaviors

In the autocratic leadership style, which is a type of leadership frequently seen in organizations and societies, the authority to manage and the right to make decisions belongs only to the leader (Minister and Büyükbeşe, 2010, p.75). According to the autocratic leadership behavior seen as one of the traditional leadership styles, the leader uses the power stemming from the authority. In this direction, it is expressed as organizational management guided only by the leader's decision when making decisions (Telli et al., 2012, p.136). In this leadership style, leaders declare complete authority and control over their followers. They display behavior that demands absolute obedience from employees (Cheng et al., 2004, p.91). Authoritarian leaders do not involve their employees or followers in decision-making by directing them (Tağraf and Çalman, 2009, p.138). In the style of autocratic leadership

generally seen in the bureaucratic organization structure, it is acted according to the chain of command (Goodnight, 2011, p. 821).

Autocratic leaders use their position's power (Erdem and Dikici, 2009, p. 202). In this context, autocratic leaders take managerial decisions in the organization alone. They refuse to get ideas from other lower-level employees. They want to fulfill their orders to the group members by preparing all aspects of the tasks, goals, and business conditions (Malik et al., 2016). Hussain et al. (2020, p. 58), authoritarian leaders create a strict organizational structure by regulating the organization's policies and rules. With this rigid organizational structure, the leader creates an environment of control, rewards obedient employees, and threatens to punish them for incompatible and erroneous behavior. According to Güner (2002, p. 16), although it is seen that the performance increases in organizations managed with autocratic leadership, employees may feel hostile to too much authority. In this respect, autocratic leadership management adopts a boss-oriented leadership model by focusing on leader behaviors.

In autocratic leadership, leaders can predict all business activities' problems and predict how employees will find solutions to problems by communicating this situation to their followers. In this framework, autocratic leaders must have authority, and all of the missions they are assigned (Köksal, 2011, p. 109). On the other hand, authoritarian leaders need to define a flexible management approach by determining existing standards and duties according to their goals and strategies (Telli et al., 2012, p. 136). In this direction, managers need to communicate with their subordinates to ensure that they act according to an individual process, order, purpose, and rules. However, in an authoritarian leadership style, communication between management and subordinates is deficient. Besides, autocratic managers and employees who are not allowed to participate in decisions lose their ties with the manager (Goodnight, 2011, p. 821). Also, it is possible that the leader exhibits a selfish nature, does not give the employees the right to speak, and dissatisfaction and motivation decrease in the employees. On the other hand, it is seen that the leader can have benefits such as gaining the confidence to act independently and enabling faster and more effective decisions (Bakan and Büyükbeşe, 2010, p. 76).

Counterproductive Behaviors

The deviant behaviors that occur when the organization's employees negatively affect the organization are expressed as counterproductive behaviors (Heyde et al., 2014, p. 1). Counterproductive behaviors are defined as the knowingly and willingly wrongdoing of their jobs, creating processes that will negatively affect the organization, or never doing the assigned tasks (Spector et al., 2006, p. 31). In this context, employees exhibit counterproductive behaviors; The organization may have targets for wearing down other employees, workflow processes, leaders, customers, and colleagues (Fox et al., 2001, p. 292). Destructive behaviors in the organization are described as the employees knowingly and willingly performing to disrupt the organization's activities and damage the organization (Üzüm and Şenol, 2019, p. 68).

The primary purpose of employees who exhibit counterproductive behaviors is to harm the organization. Among these behaviors; are expressed as behaviors aimed at harming the organization, such as coming to work late, slowing down work, extending break periods, theft, sabotage, lying, aggression, opposition, carelessness, verbal-physical harassment, abusive behavior, showing anger, alcohol use in the workplace (Gruys and Sackett, 2003; Spector et al., 2006, p. 359; Kelloway et al., 2010, p. 19-20; Penney et al., 2011, p. 60; Heyde et al., 2014, p. 2; Üstün, 2020).

As a result of these deviant and destructive behaviors exhibited outside the organizational culture and norms, the organizational performance decreases, and the organization is negatively affected (Jacobson et al., 2020, p. 195). Employees in organizations will experience resentment and anger if their expectations are not met in the organization. As a result of this negative emotion, they may adopt counterproductive behaviors (Doğan and Deniz, 2017). It is stated that this deviant and destructive behavior will cause adverse psychological, social, and financial effects for organizations and individuals (Liu et al., 2020, 147). Accordingly, employees who are disappointed in the organization will display counterproductive behaviors by sabotaging the job as signs of dissatisfaction with their job positions (Kelloway et al., 2010, p. 19).

Work Alienation

Alienation is expressed as individuals' carelessness towards society, indifference towards the culture, and the separation and isolation of individuals from themselves and society (Bademci, 2001, p. 29). Scott and Marshall (2009, p. 799) describe alienation as individuals' alienation from a particular environment or processes. The alienation of individuals is known as a type of behavior frequently seen in organizations and society and their environments. Nair and Vohra (2009) took the concept of alienation as a research subject for the first time as an academic study and discussed it as a loss of control and powerlessness overwork. In this context, it is understood that work alienation is more common in organizations. In general, alienation to work is not being attached to anything, not adapting to the employee's job and emotional cooling towards his / her job. In cases such as indifference to the job, the employee's self-isolation against his / her job and organization is seen as alienation from the job (Çalışkan and Pekkan, 2017, p.20).

While alienation from work is a fundamental problem for organizations and managers in organizations, alienation is expressed as employees paying little attention to their jobs, directing very little energy to their work, and seeking external rewards (Agarwal, 1993, p.723). Hirschfeld and Feild (2000, p. 790) describe work alienation as not showing interest in working. The most crucial factor in alienating employees from their jobs is workplace working conditions (DiPietro and Pizam, 2008). Eryılmaz and Burgaz (2011), who have this view, express the alienation as the employees' dissatisfaction when the organization's professional development and their perspective to change are not accepted by the manager or their expectations are not met. In this context, while alienation is expressed as a concept that develops situationally rather than being a personal feature in organizations, it is known that organizational conditions are a factor in the development of alienation (Banai et al., 2004, p. 377-378). According to Sulu et al. (2010, p. 29-30), the incompatibility of organizational culture and moral characteristics with the values, desires, and ideals of the individual can also cause the individual to be alienated from the job. According to Tutar (2010, p. 177), employees who are alienated from the job; cause negativities such as loss of job and life satisfaction, low productivity, low motivation, low commitment to the organization, and increase in labor turnover, and distance from work.

Besides, the career satisfaction, organizational citizenship behaviors, and identification levels of the alienated employees decrease. On the other hand, it is stated that it will increase cynicism, exhaustion, counterproductive behaviors, and the intention to quit (Kanten and Ülker, 2014, p. 22).

Democratic Leadership, Autocratic Leadership, Work Alienation and Counterproductive Behaviors Relations

The research topics are based on social exchange theory. According to the theory, employees are expected to fulfill some responsibilities in return for some rights that should be satisfactory to employees by organization managers. In other words, the situation of mutual favors that the parties expect each other to do constitutes the basis of social exchange (Kim and Qu, 2020, p.645). Within this framework, employees expect a satisfactory response from the organization. According to the social learning theory, it is inevitable that employees whose demands are not met or who cannot obtain the benefits they expect from the organization exhibit negative behaviors about the organization. Besides, employees who are not managed sufficiently effectively and adequately will lose their loyalty to the organization, and these people will be alienated against both the job and the organization. Therefore, negative and degrading behaviors, such as counterproductive behaviors, may be seen in these employees.

Management style is an essential factor determining the interaction between employees and managers and increases or decreases commitment and belonging to the organization (Ogunola et al., 2013, p. 3717). In this context, it is clear that management styles play an essential role in organizations' productivity and performance. Managers in organizations with employees with insufficient expertise and knowledge; Managers who are repressive, who regularly supervise their employees and adopt a management style to explain the work they need to do are described as autocratic managers. On the contrary, in cases where the organization's knowledge and skills are sufficient, and specialization is shared among the organization's employees, the managers determine the employees' people-oriented management style. In these cases, a democratic management style is adopted. There are many studies in the literature showing that counterproductive behaviors are caused by the wrong management style (Fox et al.,

2001; Gruys and Sackett, 2003; Spector et al., 2006; Appelbaum et al., 2007; Kelloway et al., 2010; Heyde et al., 2014; Puni et al., 2016; Liao et al., 2020). Puni et al. (2016) stated that management styles are essential in organizations and that employees working in organizations managed by autocratic management will have a negative attitude towards the organization.

On the other hand, it is known that organization managers who adopt a democratic management style also receive positive reactions from their employees. Thau et al. (2009) stated that there are counterproductive behaviors in organizations managed by an autocratic management style. In this context, perceptions that negatively affect employees in the literature; In cases such as working conditions, the meaning that employees attribute to the job, organizational culture and goals, manager-employee communication, reward and punishment practices, injustice is made, and the employees are alienated from the job and the organization (Demir and Tütüncü, 2010; Lian et al., 2012; Yen and Teng, 2013; Linstead et al., 2014; Bolino et al., 2016; Chen and Khuangga, 2020; Liao et al., 2020). At this point, Kanten and Ülker (2014, p.24) describe counterproductive behaviors as a concept that emerges as a result of employees' inability to adapt to organizational conditions or perceiving them negatively, stating that these behaviors result from the alienation of employees from the organization.

In the literature, it is seen that the mismanagement of the organization generally leads the employees to adverse situations. In the studies in the literature, it is stated that employees will be alienated from their jobs in negative situations such as the employees' dissatisfaction with the management style of the organization, the employees' goals are not supported enough, and the organizational climate is adverse (Gozukara et al., 2017; Li and Chen, 2018; Amarat et al., 2019; Jiang et al., 2019; Khan et al., 2019; Al Hosani et al., 2020; Dal and Malkoc, 2020; Durrah, 2020). In this context, it is thought that mismanagement styles and leadership styles in organizations will affect organizations negatively, and in this case, alienation from work will occur. Besides, it is thought that in cases such as alienation and non-adoption of leadership style by employees, employees will turn to counterproductive behaviors. In this context, the effects of democratic and autocratic leadership styles on employees are examined, and the effects of these effects on deviant and organizational behaviors such as alienation from work and

counterproductive behaviors are investigated. In this direction, the research model and hypotheses were constructed as follows (Figure 1).

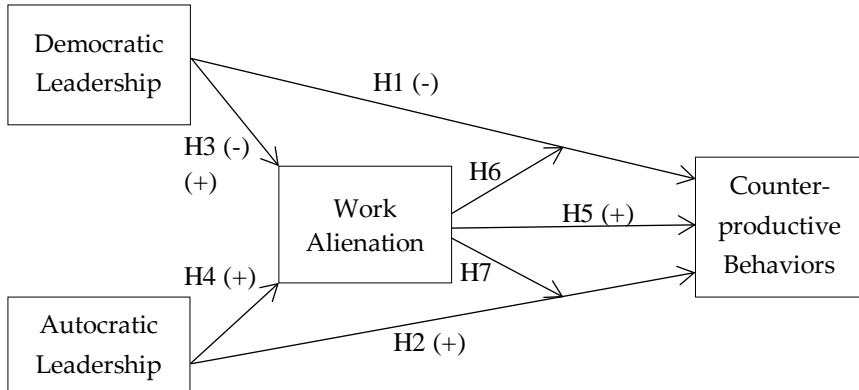


Figure 1. Research Model

- H1: Democratic leadership style negatively affects counterproductive behaviors.
- H2: Autocratic leadership style positively affects counterproductive behaviors.
- H3: Democratic leadership style negatively affects work alienation.
- H4: Autocratic leadership style positively affects work alienation.
- H5: Work alienation positively affects counterproductive behaviors.
- H6: Work alienation has a mediating effect on the effect of democratic leadership style on counterproductive behaviors.
- H7: Work alienation has a mediating effect on the effect of autocratic leadership style on counterproductive behaviors.

Method

In scientific research, a research model and hypotheses should be developed systematically to determine the events and phenomena in the universe, and the hypotheses that have been constructed should be tested with a scientific research method (Tutar and Erdem, 2020, p. 71). In this framework, the research's scientific method as a systematic process has been determined as quantitative research.

Scientific research design serves as a guide to answer the research question determined within the research scope and test the determined hypotheses (Tutar and Erdem, 2020, p. 77). Research patterned towards the relational scanning model, based on the general scanning model, has been designed in this framework. Research models and hypotheses were tested by quantitative research method by subjecting the obtained data to analysis, and this analysis was carried out by following a systematic process.

Participants and Sampling

The study's universe consists of enterprises operating in heavy machinery production in OSTİM Industrial Zone in Ankara. In the research, four enterprises were selected as the sample due to time and financial constraints. In this direction, enterprises have a total of 897 employees. 396 usable questionnaires were obtained from the enterprises by the random sampling method. The reason for choosing the random sampling method in the research is that the participants representing a part of the universe can be selected with an equal chance of being selected (Tutar and Erdem, 2020, p. 246). According to the number of questionnaires that can be analyzed, the surveys return rates are 44,1%. According to this ratio, it is seen that the power of the sample to represent the universe is sufficient (Baş, 2003, p. 43).

Research data were obtained from related enterprises between 12.04.2019 - 07.06.2019.

Data Collection Instruments

The first scale of the study is the "Management Style Scale," consisting of 8 statements. Mansor et al. (2012). This scale has been published as Democratic Management and Autocratic Leadership. Within the research scope, the two sub-dimensions of the "Management Style Scale" were analyzed separately.

The second scale of the study, "Work Alienation Scale," consists of 10 statements and Hirschfeld et al. (2000). The last scale of the study, "Counterproductive Behaviors Scale," was created by Bennett and Robinson (2000) as the "Workplace Deviance Scale." This scale consists of 19 statements.

Validity and Reliability of Research

Within the scope of the research, first of all, reliability analyzes of the scales were made. It was determined as $\alpha = 0.706$ for the management style scale (democratic leadership and autocratic leadership), $\alpha = 0.858$ for the work alienation scale, and $\alpha = 0.955$ for the counterproductive behavior scale. According to these results, it is seen that the scales are reliable. Confirmatory factor analysis (CFA) was applied to the measurement model to determine the reliability and validity of the organizational management style, work alienation, and counterproductive behavior scales of work behavior discussed in the research model (Figure 2).

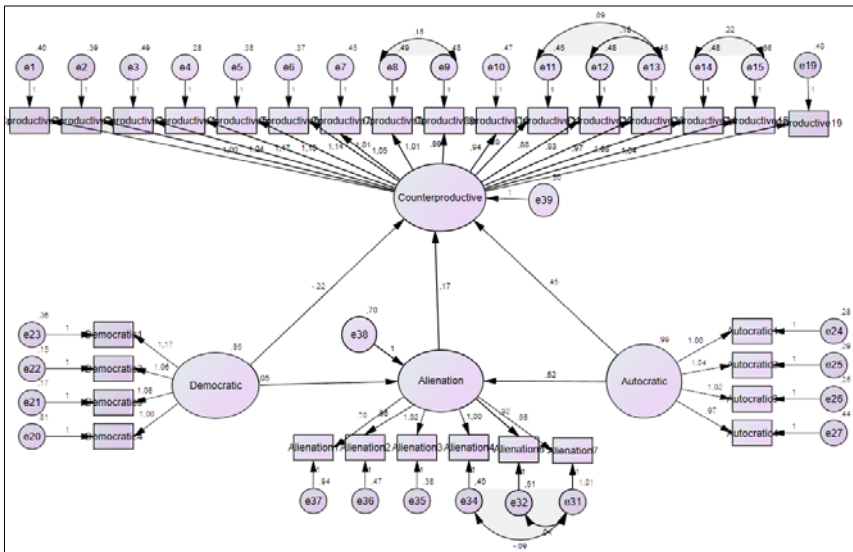


Figure 2. Confirmatory Factor Analysis Diagram for the Model

Model's Goodness of Fit Values: $\chi^2/DF= 2,796$; GFI= .85 NFI=.90 CFI=.93 TLI=.92 RMSEA=.054

As a result of the confirmatory factor analysis, questions 18 and 19 related to organizational ethical climate were excluded from the analysis due to low standardized factor loadings. Subsequently, the model was tested again. A comparison was then made between the research and single-factor

models by applying a single-factor model. The values obtained are shown in Table 1.

Table 1. Model-Data Fit Values

	χ^2	$\Delta\chi^2$	DF	χ^2/DF	GFI	NFI	CFI	TLI	RMSEA
Single-factor model	1462,40	-	464	3.15	.446	.532	.579	.570	.106
Research Model p<0.01	1056,9	405,50	378	2.79	.855	.905	.936	.927	.067

***RMSEA (Root mean square error of approximation);** Below 0.08 is considered a good model (Browne ve Cudeck, 1993)

χ^2/DF (Relative Chi-Square); Must be between 1 and 5 (Marsh and Hocevar, 1985).

GFI (Goodness of fit index); If it is close to 1, it is considered a good model. (Tanaka and Huba, 1985).

NFI (Normal fit index); If it is close to 1, it is considered a good model. (Bentler and Bonett, 1980).

CFI (Comparative fit index); If it is close to 1, it is considered a good model. (McDonald and Marsh, 1990).

TLI (Tucker-Lewis index); If it is close to 1, it is considered a good model. (Bentler and Bonett, 1980).

According to the confirmatory factor analysis result in Table 1, the research data were tested by distributing them to 3 measurement models. Good fit validity measures are shown with the results obtained with the fit indexes of RMSEA, GFI, NFI, CFI, TLI, and χ^2/DF for the model. In Table 1, the χ^2 value was determined to be significant, according to the 3-factor model ($p < 0.01$). Besides, it is seen that the model is compatible in terms of validity since the χ^2/DF value is below (2.79) 5. Since the fit indices of the research models are GFI = 0.855, NFI = 0.905, CFI = 0.936, TLI = 0.927 and RMSEA = 0.067, it is seen that the model is compatible. In the same table (Table 1), Chi-Square Test was applied to χ^2 values to determine the significant difference between the single-factor model and the three-factor model of the significant research difference two values. According to these results, it is seen that there is no common method deviation in the study (MacKenzie and Podsakoff, 2012).

Table 2. Average, Standard Deviation and Correlation Values of the Variables

	Mean	SS	CR(t)	AVE	1	2	3	4
Democratic Leadership	3,39	0,928	0,937	0,790	-			
Autocratic Leadership	3,33	0,942	0,923	0,750	-0,428**	-		
Work Alienation	2,41	0,817	0,963	0,620	-0,499**	0,697**	-	
Counterproductive Behaviors	2,92	0,765	0,881	0,557	-0,222**	0,667**	0,582**	-

Note: SE, standard error; * 0.05 ** 0.01 *** Significant at 0.001 level (bi-directional)

With the research model, to determine whether the variables provide compatibility and measurement, convergent validity and discriminant validity techniques were used. Hair et al. (2006) believe that the scale items' factor loadings are higher than 0.5 in a study that shows that the research model meets the measurement criteria. In this context, the standardized factor loads of the items belonging to the research expression scales are above 0.5. Besides, the t values at the parametric valuation point of factor loads vary between 10.53 and 19.47 (Figure 2). According to these values, the research model is meaningful (Hair et al., 2006).

The fact that the average explained variance (AVE) value in the research model's analysis is higher than 0.5 is shown as proof of convergent validity (Fornell & Larcker, 1981). In this context, it is seen that the AVE values of all three scales are higher than 0.5. For discriminant validity, the correlation values between the research scales should be less than 0.80 (Kline, 2014). According to Table 2, the structure reliability (CR) obtained from the relevant scales is expressed as proof of the reliability of the measurement results if both reliability levels are higher than 0.70 (Fornell & Larcker, 1981; Hair et al., 2006). In Table 2, according to Pearson Correlation analysis, it is seen that there is a negative relationship between democratic leadership and autocratic leadership ($r=-.428$, $p<.001$). There is a negative correlation between democratic leadership and counterproductive behaviors ($r=-.499$, $p<.001$). There is a negative relationship between democratic leadership and work alienation ($r = -.222$, $p<.001$). There is a positive relationship between autocratic leadership and counterproductive behaviors ($r=.697$, $p<.001$). There is a positive relationship between autocratic leadership and work alienation ($r=.667$, $p<.001$). Finally, a significant positive relationship was found between autocratic leadership and work alienation ($r=.582$, $p<.001$). When the

correlation values are examined, it is understood that there are significant relationships between variables.

Results

Demographic Findings

The study participants' demographic information, such as gender, education level, age, and seniority, are explained in Table 3.

Table 3. Distribution of Demographic Data Regarding the People Participating in the Study

Variables	Frequency (N)	Percent (%)	Variables	Frequency (N)	Percent (%)
Gender			Marital status		
Female	129	32,6	Married	296	74,7
Male	267	67,4	Single	100	25,3
Education			Age		
Primary	97	24,5	18-25 years	127	37,0
High school	183	46,2	26-35 years	115	24,0
License	112	28,3	36-45 years	81	20,5
Postgraduate	4	1,0	46-55 years	73	18,5

In Table 3, 32.6% of the participants are women, and 67.4% are men. When looking at the participants' marital status, it was determined that 74.7% were married, and 25.3% were single. When the distribution by education level is examined, it is seen that 24.5% of the participants are primary education, 46.2% high school, 28.3% undergraduate, and 1%, graduate. According to the age range, 37% of the participants are between the ages of 18-55, 24% of them are between the ages of 26-35, 20.5% of them are between the ages of 36-45, and 18.5% of them are in the age range of 46-55.

Testing Research Hypotheses

In order to test the research hypotheses, the structural equation model was applied to the research data. Table 4 shows the direct impact results as a result of the structural equation model analysis.

Table 4. Direct effect

Değişkenler	β	t	SE	p
Democratic Leadership – Counterproductive Behaviors	-.213	-6.234	.034	***
Autocratic Leadership – Counterproductive Behaviors	.473	10.006	.047	***
Democratic Leadership – Work Alienation	.049	1.061	.046	.289
Autocratic Leadership – Work Alienation	.595	11.069	.054	***
Work Alienation – Counterproductive Behaviors	.153	3.790	.040	***

Note: SE, standard error; * 0.05 ** 0.01 *** Significant at 0.001 level (bi-directional)

According to Table 4, it is seen that democratic leadership has a significant negative effect on counterproductive behaviors ($\beta=-.213$, $t=-6.234$, $p<0.001$). The **H1 hypothesis is supported**. According to the second hypothesis of the study, it is seen that autocratic leadership has a significant positive effect on counterproductive behaviors ($\beta=.473$, $t=10.006$, $p<0.001$). The **H2 hypothesis is supported**. In the third hypothesis of the study, it is seen that democratic leadership has no significant effect on work alienation ($\beta=.049$, $t=1.061$, $p=0.289>0.001$). The **H3 hypothesis is not supported**. From the fourth hypothesis of the study, autocratic leadership has a significant positive effect on work alienation ($\beta=.595$, $t=11.069$, $p<0.001$). **H4 hypothesis is supported**. In the fifth hypothesis of the study, it is seen that work alienation has a significant positive effect on counterproductive behaviors ($\beta=.153$, $t=3.790$, $p<0.001$). **H5 hypothesis is supported**.

In the sixth hypothesis of the study, work alienation's mediating role in the effect of democratic leadership style on counterproductive behaviors are examined. In the last hypothesis of the study, the mediating role of work alienation in the autocratic leadership style on counterproductive behaviors are examined. In this context, mediator effects were examined in the research.

MacKinnon et al. (2007, p. 594), mediator variable is the analysis method used to determine the cause and effect relationship between two variables. According to Baron and Kenny (1986), to measure the mediation effect in the research; 1) The independent variable must affect the mediator variable. 2) The independent variable must affect the dependent variable. 3) The intermediary variable should affect the dependent variable. The direct effect on the research hypotheses followed by the mediating effect was examined (Table 5).

Table 5. Mediation Effect

<i>Work Alienation</i>	Total Effect	Direct Effect	Indirect Effect	Lower Bounds	Upper Bounds	p	Result
<i>Democratic Leadership – Counter productive Behaviors</i>	-0.245	-0.254	0.009	-0.009	0.036	0.307	No mediation effect
<i>Autocratic Leadership – Counter productive Behaviors</i>	0.676	0.567	0.109	0.057	0.174	***	Partially R ² : %33

Note: SE, standard error; *0.05 **0.01 ***Significant at 0.001 level (bi-directional)

According to Table 5, work alienation does not play a role in the effect of democratic leadership on counterproductive behaviors at a 95% confidence interval ($p=0.307>0.05$). **The H6 hypothesis is not supported.**

Work alienation plays a mediating role in autocratic leadership's effect on counterproductive behaviors ($p<0.001$). The confidence interval was determined as lower limit = 0.057, and upper limit = 0.174, and the explained variance ratio was 33%. In this context, it is seen that work alienation plays a partial mediating role in the effect of autocratic leadership on counterproductive behaviors. **The H7 hypothesis is supported.**

Discussion and Conclusion

In this study, which examines the role of democratic leadership style and autocratic leadership style as a "tool" of work alienation in counterproductive behavior, it is understood that the determination of a repressive management style and the problems in the management style of the organization strengthen the employees' tendency to engage in counterproductive behavior. It is also understood that the repressive management style and the wrong management style strengthen the employees' tendency to "alienate the job"; therefore, the tendency to alienate the job plays a mediating role in the interaction between autocratic leadership style and counterproductive behavior. Research findings show that situations that cause counterproductive behaviors stem from autocratic leadership style. This situation strengthens employees' tendency to alienate work and work alienation counterproductive behavior. On the other hand, it can be argued that the democratic leadership style affects organizations positively, as the democratic leadership style reduces the tendency of employees to engage in counterproductive behavior.

The study results show that perceptions towards job satisfaction, organizational commitment, organizational support, organizational citizenship, and other psychology are useful on employees' behavior and attitudes towards the organization. While flattering management style strengthens employees' perceptions of organizational citizenship and organizational commitment, as revealed by the results of this research, it is seen that oppressive and authoritarian management style will create negative psychological perceptions in employees and may cause negative situations for organizations such as leaving employees by strengthening the alienation tendency of individuals to work. In their study, Wong and Laschinger (2015) stated that quitting had an important place among the total expense items that negatively affected organizations and that organizations tried to correct this situation at the cost of approximately 30%. In this context, negative emotional situations that occur in employees are shown among important problems for employees and organizations.

The results regarding the organization's employees' emotional states are discussed within the scope of the research. Harmony between employees and the organization are among the issues discussed in the studies in the literature, such as the vague sense of organizational commitment and commitment to the employees, the employees' having problems with the managers, the organizational climate is not suitable for the employees, the job being unqualified or tiring, and alienation from the job and the organization (Agarwal, 1993; Hirschfeld et al., 2000; Nair and Vohra, 2009; Sulu et al., 2010; Gozukara et al., 2017; Li and Chen, 2018; Amarat et al., 2019; Khan et al., 2019; Al Hosani et al., 2020; Dal and Malkoc, 2020; Durrah, 2020). According to the research findings, managing with autocratic leadership has a significant and positive effect on work alienation, and counterproductive behavior inevitably increases employees' tendency to become alienated from their jobs. On the other hand, the negative effects of the democratic management style on counterproductive behavior show that the organization's management style may positively affect motivating the employees.

In the studies conducted in the literature on the issues, it is seen that work alienation and counterproductive behavior actions cause high costs for organizations. As the employees' perception of work alienation increases, counterproductive behavior increases in the same direction. Be-

sides, the harmful effects of the democratic leadership style, one of the management styles, on counterproductive behavior can be interpreted as a positive effect of democratic management on organizations. The fact that the autocratic management style positively and significantly affects the counterproductive behaviors and alienation tendencies of the oppressive and tend to be continuously controlled can be interpreted as the organizations are also affected by the management style. Although negative emotional states emerge with many factors in organizations, each negative emotional state in employees shows that negative behaviors also affect a chain's negative behaviors. In light of these results, it can be thought that the research is vital in terms of practical inferences. On the other hand, it can be hypothetically asserted that positive emotional states that occur in employees can also support pro-organizational behaviors such as organizational commitment, organizational identification, organizational trust, and organizational citizenship.

In the literature, in studies on autocratic leadership style, alienation from work, and counterproductive behavior, these concepts are seen as negative organizational behaviors. On the other hand, it is a common consensus that the democratic leadership style positively affects organizations. In this framework, in the first hypothesis, a negative effect of democratic leadership on counterproductive behaviors was found ($p < 0.001$). In their study on factory employees, Kanten and Ülker (2014) determined that democratic leadership harms counterproductive behavior. In this context, the first hypothesis overlaps with the literature. The study's second hypothesis determined that autocratic leadership positively affected counterproductive behavior ($p < 0.001$). Puni et al. (2016), in their study in Ghana, determined that autocratic leadership management positively affected counterproductive behavior, while democratic management style negatively affected. Luqman et al. (2019), in a study conducted on the employees of a bank in Pakistan, determined that autocratic leadership causes employees to exhibit counterproductive behavior by reducing their commitment to the organization. In this context, the second hypothesis of the research overlaps with the literature. In the third hypothesis of the study, the effect of democratic leadership style on work alienation was not found ($p = 0.289 > 0.001$). Bajaj (1982) found in his research on managers that there is a significant relationship between

democratic leadership and work alienation. Kanten and Ülker (2014) identified the negative impact of democratic leadership on work alienation. In light of these findings in the literature, the third hypothesis of the study does not coincide. The study's fourth hypothesis determined that autocratic leadership positively affected work alienation ($p < 0.001$). Kanten and Ülker (2014) determined that autocratic leadership positively affects work alienation. In this context, it is seen that the fourth hypothesis of the research overlaps with the literature. The study's fifth hypothesis determined that work alienation positively affected counterproductive behavior ($p < 0.001$). Li and Chen (2018) found that work alienation positively affected counterproductive behavior in their study on an energy company's employees. Dajani and Mohamad (2017) determined in their study of employees of a rights-owned business in Egypt that alienation from work positively affects counterproductive behavior. In this context, the fifth hypothesis of the research overlaps with the literature. In the sixth hypothesis of the study, it was determined that work alienation did not play a mediating role in the effect of democratic leadership on counterproductive behavior ($p = 0.307 > 0.001$). Yıldız and Alpkan (2015) determined the mediating role of work alienation in deviant, deviant workplace behaviors in their study. Besides, Kanten and Ülker (2014) determined in their study that alienation from work plays a mediating role in the effect of democratic leadership on counterproductive behavior. In this context, the sixth hypothesis of the research does not correspond to the literature. Finally, in the seventh hypothesis of the study, it was determined that work alienation played a mediating role in autocratic leadership's effect on counterproductive behavior ($p < 0.001$). In their research, Kanten and Ülker (2014) determined that work alienation does not play a mediating role in the effect of autocratic leadership style on counterproductive behavior. The findings of the research and the literature do not match the last hypothesis.

As a result, it is understood that employees of participatory organizations that give their employees a voice and are asked about their opinions in managerial decisions will avoid negative behaviors. On the other hand, it can be said that employees in organizations that are oppressive and whose opinions are not taken in decision-making and that do not adopt a participatory management approach may have negative behaviors towards the organization.

This research is limited to examining whether the perception of work alienation acts as a mediator in the effect of democratic and autocratic leadership on counterproductive behavior. The research is a quantitative study limited to four business employees in the OSTIM Industrial zone in Ankara. Research topics can be repeated in different samples with other variables such as organizational trust, survivor's syndrome, organizational identification, organizational commitment, and intention to leave the job. It can also be examined whether work alienation functions as a moderator variable in the model established. It can be repeated with different samples with qualitative and mixed-method researches to understand the research subject better.

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