


THE RELATIONSHIPS BETWEEN CHARISMATIC LEADERSHIP AND AFFECTIVE ORGANIZATIONAL COMMITMENT: THE MEDIATING ROLE OF WORK ENGAGEMENT

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ABSTRACT

The main purpose of this study is to examine the effect of charismatic leadership on affective organizational commitment of employees in accommodation establishments and to measure the mediating effect of work engagement in this relationship. A questionnaire was conducted to collect data. Questionnaires were conveyed via e-mail, and 481 applicable questionnaires were gathered. Using the AMOS program, the research hypotheses were tested with structural equation modeling (SEM). As a result of the analysis, it was found that the charismatic leadership style of the managers has a positive and significant effect on the affective organizational commitment of employees; and work engagement has a mediating effect on the relationship between charismatic leadership and affective organizational commitment. No study has been found in the literature investigating the mediating effect of work engagement on the relationship between charismatic leadership and affective organizational commitment.

Keywords: Charismatic Leadership, Work Engagement, Affective Organizational Commitment, Social Identity Theory, Motivation Theory, Social Exchange Theory.

Jel Codes: M10, M12, M19.

1. INTRODUCTION

As a result of the changes in the economic, social, and technological fields, businesses operating in an environment where competition is an intense need to find different ways to cope with this situation and provide flexibility in their employment patterns (Ul Haq, Farooqi and Ahmad 2016: 60). Today, it is essential for businesses to be able to effectively connect them to businesses by retaining them as well as attracting talented employees (Duran, Boz, Behdiođlu ve Kutlu 2019: 159). For this reason, it is important to manage the affective commitment and motivation of the employees and to guarantee their engage to the work in order to retain the talented workforce in the enterprises (Kasimov, 2006: 6). In the researches, a positive relationship was found between high level of affective commitment, employee motivation and organizational effectiveness (Perry and Wise, 1990), job satisfaction (Chordiya,

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Sabharwal and Goodman, 2017; Kooiji, Jansen, Dikkers and De Lange 2010; Panda, Jain and Nambudiri, 2021)), organizational citizenship behavior (Benjamin, 2012; Purba, Oostrom, van der Molen and Born 2015), work engagement (Alam, Fozia and Imran 2021; Scrima, Lorito, Parry and Falgares, 2014) job performance (Koo, Yu, Chua) , Lee and Han 2020). On the other hand, it was found that there is a negative relationship between high level of emotional commitment and decrease in turnover (Albrecht and Andretta, 2011; Allen and Meyer, 1996; Fazio, Gong, Sims, and Yurova 2017; Koo et al., 2020; Wong and Wong 2017), organizational cynicism and emotional burnout (Gün and President, 2016). Work engagement and affective commitment are important in understanding employee behavior in the workplace (Çalışkan, 2014; Özutku, 2008), increasing their performance (Rich, Crawford and Lepine, 2010) and ultimately ensuring business success (Allen and Mayer, 1990).

In this context, leadership is the most important foundation of work engagement and affective commitment, and it also constitutes the most important aspect of human behavior (Lok & Crawford, 2004: 322). At the same time, it gives a positive direction to the use of human resources by bringing out the best in people (Shastri, Shashi Mishra and Sinha, 2013: 1946). Leadership can be broadly defined as a relationship in which an individual and group activities in a way directed or determined by the leader, united around some common interest. Characteristically, leadership is the application of social influence in this process. The leader is the person who influences the followers by providing the tools, environment, and motivation to achieve the goals (Keskes, 2014: 27). Leadership behaviors can provide benefits such as organizational performance (Nwokocha and Iheriohanma, 2015) in conjunction with employee engagement (Machokoto, 2019). There are studies suggesting that corporate leadership plays a critical role in issues such as employee retention (Hauer, Quan, and Liang, 2021; Sareen and Agarwal, 2016), employee engagement (Machokoto, 2019; Cortes and Herrmann, 2019), and employee motivation (Van Tuin, Schaufeli, Van den Broeck, and Van Rhenen, 2020; Guterres and Rofiaty, 2020). Therefore, leadership plays a vital role in ensuring that employees and other resources are integrated to achieve organizational goals.

Strickland, Babcock, Gomes, Muh, and Secarea (2007), mention that leadership, especially charismatic leadership, significantly affects employees' work through work engagement. Dedicated employees work harder and are more likely to exceed their job requirements and expectations (Swarnalatha and Prasanna, 2013: 141 In addition, as long as employees are busy with their work, they are likely to display behaviors that will result in productivity for the organization (Babcock-Roberson and Strickland, 2010: 323). These behaviors can also be expressed as affective commitment behaviors, defined as optional individual behaviors that are not directly or clearly recognized by the official reward system (Organ, 1988).

Considering the fierce competition in the accommodation industry and customers' high expectations regarding service quality, the main task of accommodation establishments is to provide superior value for customers by providing excellent services (Zhang and Xu, 2021: 257). In the

accommodation industry, employees who are devoted to their work and affectively committed to their businesses play an essential role in creating customer satisfaction and showing excellent performance and efficiency since employees are the determinants of service quality (King and So, 2015:493). For this reason, the motivation of employees in this industry to gain productivity and efficiency can only be possible through mutual understanding between managers and employees (Tütüncü and Kozak, 2007: 2). From the perspective of the accommodation industry the world, it is essential to keep the morale of the talented workforce high and keep them effectively connected to the businesses (Lam, Zhang and Baum., 2001: 157). In a broad sense, ensuring employees' commitment and affective commitment to work is due to the level of meeting their needs, job requirements, and leadership practices.

There are studies in the literature showing that leadership styles have a positive effect on the affective commitment of employees. (Albrecht and Andretta, 2011; Asif, Qing Hwang and Shi, 2019; Haque et al., 2018, Ribeiro, Duarte, Felipe and David, 2021; Semedo, Coelho, and Ribeiro 2016) However, in the literature review, there are few studies focusing on the relationship between the affective organizational commitment of employees and the charismatic leadership styles of managers. Many of these studies have also been applied without theoretical foundations (Ampofo, 2020). In this context, in my research, I used elements such as charismatic leadership and work dedication, which can affect the affective commitment of employees, based on interconnected theoretical approaches such as social identity theory, social exchange theory, and motivation theories.

In this study, which I have done in the light of these explanations, it is aimed to determine how the charismatic leadership characteristics of the managers working in the accommodation establishments in Turkey affect the level of affective organizational commitment of the employees in the front office services in these establishments and whether the employee's work engagement has a mediating effect in this relationship. For this purpose, a questionnaire was sent to the e-mail address of 1487 establishments with accommodation certificates from a website belonging to the Republic of Türkiye Ministry of Culture and Tourism.

The purpose of my application of this study on accommodation establishments is to provide highly concrete and intangible services for the employees working in accommodation establishments due to their human abilities and to create a strong competitive advantage source for their establishments. In addition, accommodation establishments are an industry branch operating throughout the year, and accommodation establishments have a corporate identity in various regions of the country. This study was also carried out to respond to the calls made by some researchers as a research proposal for the future. For example; Machokoto (2019) stated that studies in the literature neglect to associate affective organizational commitment with charismatic leadership and this relationship needs to be investigated further. Zhu, Avolio, and Walumbwa (2009) mentioned that there is a need for empirical studies that will focus on the relationships between employee engagement and different types of leadership as a result of their research examining the moderator role of audience characteristics in the relationship

between work engagement and transformational leadership. Scrima et al. (2014) stated that to fill the gaps in the literature, it is necessary to conduct more empirical studies examining employees' work engagement and affective commitment. Gebert, Heinritz, and Buengeler (2016) pointed out in their research that different variables that will play a mediating and moderator role in the relationship between affective organizational commitment and charismatic leadership should be used.

This paper contributes to the literature in several ways. First, the paper identifies the charismatic leadership characteristics of managers and employee engagement as the main determinants of employees' affective organizational commitment, especially in the context of accommodation establishments in developing economies. Second, this study adds to the existing literature by investigating the mediating role of work engagement in the relationship between affective organizational commitment and charismatic leadership. It has been researched that employee commitment to work may be one of the important factors that transform the positive effect of the charismatic leadership of the managers on the affective organizational commitment of the employees. Third, the findings to be obtained as a result of examining the variables I used in the study can both guide the managers of the accommodation establishments and lead future research to a result that creates value. In addition to the characteristics of the accommodation industry, this issue becomes even more critical for developing countries such as Turkey, where uncertainty is high. In recent years, because tourism in Turkey has been affected by the uncertain environment in the region, accommodation establishments have faced the risk of being unable to continue their lives. To cope with this highly uncertain environment and competition, it has become critical for accommodation establishments to understand their employees than ever before better. For this reason, it is expected that this study will provide practical guidance on how accommodation establishments in developing countries such as Turkey can cope with competition challenges and improve their competitiveness through organizational behavior and human resources practices to survive in the markets where they operate with limited resources.

Within the scope of this study, first, the literature review was given, then the research hypotheses were developed, and the research model was presented. Afterward, information about the scales and the sample was given, and the analyzes and findings applied to test the research hypotheses were included. Finally, the research findings were evaluated, the research limitations were stated, and suggestions were made for future research and the business world.

2. THEORETICAL FRAMEWORK

This study examined the relationships between three main variables, charismatic leadership, work engagement, and affective organizational commitment. The relationships between these variables are examined from a different perspective using social identity theory (Ashforth and Mael, 1989), social exchange theory (Blau, 1964), and motivation theory. To put it briefly, Maslow's hierarchy of needs theory (1943) shows the needs of individuals at different levels. Since charismatic leaders are sensitive

to the needs of their followers, they are likely to influence and motivate their followers by meeting their needs. Social Exchange Theory (Blau, 1964) explains that in a reciprocal relationship when an individual finds a fit between his organization and his norms and values, the individual will be more dedicated to his work and organization. Charismatic leadership is considered a perceived benefit for employees. Social exchange theory suggests that employees will be motivated to respond to benefits (Memon et al., 2014: 207). Therefore, followers are likely to reciprocate, for example, with loyalty and more zeal for work. Because of positive social change, loyalty to charismatic leaders will likely be shown by their followers. Thus, the employees' dedication to their work will increase, and their emotional commitment to their organizations will be strengthened. Finally, social identity theory (Tajfel and Turner, 1985) can be used to understand this psychological process, as charismatic leaders influence their followers' loyalty and work outcomes. Charismatic leaders openly communicate their vision to their followers, changing their self-concept and allowing followers to identify with their values and be inspired by their vision. In other words, charismatic leaders are highly identified with their followers, admired by their followers, and followed faithfully; thus, this can increase followers' commitment to work, leading to an emotional commitment to their organization. Studies in the literature show that charismatic leadership has a positive effect on followers' work engagement (Babcock-Roberson and Strickland, 2010; Strickland, 2007; Ul haq et al., 2016) and has positive effect on followers' affective organizational commitment (Gebert et al., 2016; Machokoto, 2019; Semedo et al., 2016; Yang et al., 2014). The following hypotheses have been developed for the purpose of the research through the conceptual analysis I have presented here.

3. LITERATURE REVIEW

3.1. Charismatic Leadership and Affective Organizational Commitment

The word charisma was used to mean a 'gift' in ancient times. In connection with leadership, it was first used by Weber to mean the hero modeled by individuals. According to Weber, the primary basis of charismatic authority is the superhuman or supernatural characteristics attributed to the leader. Differentiating from a legal or traditional authority, Weber stated that charismatic authority emerges due to personal characteristics rather than the position; it is seen in relatively unordinary and more informal organizations that are seen in times of crisis, have strong personal characteristics (Özdemir and Pektaş, 2020: 4).

According to Conger and Kanungo (1989), charisma is a reference to a specific person (leader) by individuals working in the organization. Likewise, Conger states in his study in 1989 that the followers attribute charisma to the leader and his vision. According to another definition, charismatic leaders are leaders who show the way, inspire and reassure, inspire respect, encourage positive thinking for the future, facilitate the audience to see what is essential in their lives, convey a sense of mission and demonstrate motivating behaviors (Waldman and Yammarino, 1999: 268). According to this definition,

it is argued that charisma only exists if followers express it or behave in a certain way (Banks, Engemann, Williams, Gooty, McCauley and Medaugh, 2017; Novitasari, Haque, Supriatna, Asbari and Purwanto, 2021).

Conger and Kanungo (1998) attributed some characteristics of charismatic leaders that distinguish them from other leaders. Charismatic leaders are leaders who evaluate their followers' needs (sensitivity to members' needs) and the business environment (sensitivity to the environment) for growth opportunities. Charismatic leaders demonstrate their self-confidence by inspiringly providing a strategic vision and affirming their belief in the vision they present (strategic vision and articulation). Charismatic leaders take personal risks (personal risk-taking) for the benefit of the organization they are affiliated with and the followers they lead, and they also build loyalty and trust in their relationships with their employees by unconventional behavior (Unconventional Behaviour) (Gebert, Heinitz, and Buengeler 2016: 3). Since charismatic leaders are also leaders who initiate change, one of their most important characteristics is to provide an atmosphere of change by pursuing innovations rather than maintaining the current situation (does not maintain status quo). As a result, when employees have positive thoughts about their managers, when they trust them, and when they feel that their values match with their managers, they take their managers as an example. This creates a charismatic relationship (Shastri et al., 2013: 1947).

Charismatic leaders are excellent at reinforcing good principles about the preferred result in their followers by talking positively and optimistically about what must be accomplished in the future. Employees establish emotional relationships with charismatic leaders because they believe in the leader's ability to achieve the organization's mission and goals (Novitasari et al., 2017: 4). Kark et al. (2003), in their study investigating the effect of leaders on followers' motivation and performance, they found that followers' social identities mediate the relationship between leadership and empowerment. In other words, leaders influence the social identity of their followers, which in turn affects the followers' sense of empowerment. Employees believe that they can influence business results and make a difference when empowered. In the context of social identity theory, charismatic leaders are influential in employees' identification of their own identities with the corporate identities of their organizations and creating a sense of belonging to their organizations. Shamir et al. (1998) concluded that a charismatic leader strengthens followers' social identity and organizational commitment.

Allen and Meyer (1990: 4) defined organizational commitment as a psychological state characterized by three dimensions: affective commitment, continuance commitment, and normative commitment. Affective commitment refers to employees feeling a strong emotional attachment to an organization, identifying with it, being included in the organization, and enjoying being a member of it (Meyer and Allen 1991: 69). It is stated that employees who show an emotional commitment to their organizations participate in organizational activities at higher rates and have lower intentions to leave their jobs, thanks to their sense of organizational belonging (Scrima et al., 2014: 2160). Continuance

commitment, on the other hand, is the decision to stay by taking into account the costs, negativities, or benefits of staying in the organization if the employees leave the organization. Normative commitment refers to loyalty to the organization and the perceived obligation to stay in the organization (Meyer and Allen, 1991: 72-73).

Kets de Vries and Miller (1985: 11) stated that charismatic leaders can evoke an emotional reaction in their employees. According to (Gebert et al. 2016: 2), the affective commitment of employees appears with some motivating behaviors of their leaders towards them. Leaders who act in this way use their vision to motivate their employees and almost identify with them. In this way, employees have confidence, belief and self-respect towards the leader and are appreciated by the leader. This situation also has a positive effect on the motivation of the employees. Sosik (2005) emphasized that charismatic leaders are skilled in observing the environment, identifying the needs, expectations and wishes of their followers, and clarifying their values. Bass (1997: 33) claimed that the self-expressive behaviors of charismatic leaders encourage their followers to develop a strong affective commitment, contribute additional effort, and display high-performance levels. Rowden (2000), on the other hand, found that charismatic leaders will have a positive effect on the emotional commitment of employees by responding to their expectations and needs. Shamir et al. (1998) found that charismatic leadership was positively associated with social identity, team commitment, and team identity maintenance, thus affecting employees' affective commitment.

H1: The charismatic leadership characteristics of managers have a positive and significant effect on their followers' work engagement

3.2. Charismatic Leadership and Work Engagement

Kahn (1990: 694) described work engagement as a psychological state and defined it as a multidimensional motivational concept in which the members of the organization entirely give themselves to their work emotionally, cognitively, and physically while playing their roles during their duties. He also states that dedicated employees are more immersed and connected to the role they are fulfilling.

Schaufeli et al., (2002: 74) defined work engagement as “a positive, satisfying, work-related mood characterized by vigor, dedication, and concentration.” Vigor means a high level of energy and mental stamina at work, a willingness to put effort into one's work, and perseverance in facing difficulties. It is characterized by a sense of dedication, importance, enthusiasm, inspiration, pride, and challenge. Concentration means focusing entirely on one's work and giving oneself deeply to it. It is also characterized by the fact that time seems to pass quickly, and the person has difficulty separating himself from his work (Babcock-Roberson and Strickland, 2010:316).

Saks (2006: 603) states that social exchange theory is used to explain the antecedents and consequences of work engagement in the literature. Social exchange theory states that when an individual feels a harmony between his values and norms and his organization in a mutual relationship, the individual will devote himself more to his work and, therefore, to his organization (Memon et al., 2014: 207).

Considering Kahn's (1990) definition of engagement, employees will identify themselves more with their roles in the face of the strong and attractive characteristics of the charismatic leader.

In the literature, empirical studies show the relationship between charismatic leader behavior and work engagement. Avolio, Walumbwa, and Weber (2009) stated that charismatic leaders motivate their followers to contribute to the organization and the whole group by providing a participatory vision without the use of official authority and that they are in a positive relationship with positive work behaviors of the employee's thanks to this charismatic leadership. Tims, Bakker, and Xanthopoulou (2010) found that the transformational leadership style, which includes charismatic leadership as a sub-dimension, increases employee engagement. Strickland et al. (2007) conducted a study that empirically tested the relationships between work engagement, charismatic leadership, and turnover. In the study, it was concluded that there is a positive relationship between charismatic leadership and job engagement, a negative relationship between turnover intentions and job engagement, and a mediating effect of job engagement on charismatic leadership and turnover intentions. A study by Babcock-Roberson and Strickland (2010) showed that charismatic leadership has a positive effect on work engagement.

H2: The charismatic leadership characteristics of the managers have a positive and significant effect on their follower's work engagement

3.3. Work Engagement and Affective Organizational Commitment

The concept of work engagement is explained as a satisfying, positive, and lasting emotional state related to the work, energetically devoting oneself entirely to work. In addition, it also shows the commitment of the employee to his job and organization and the strength of this connection (Hallberg and Schaufeli, 2006: 15). A high level of affective organizational commitment is one of the defining characteristics of engaged employees. Schaufeli et al., (2017) described work engagement as a positive psychological state of the employee towards his/her job. He also mentioned that job engagement has important effects on keeping employees in the organization, profitability, and performance of the organization.

In the literature, many studies have shown that there is a strong relationship between work engagement and affective organizational commitment. (Alam, Fozia, and Imran, 2021; Farid, Iqbal, Ma, Castro-González, Khattak, and Khan, 2019; Orgambidez and Benitez, 2021; Poon, 2013, Scrima et al., 2014 A high level of energy, concentration and dedication helps achieve business goals by increasing

employee performance and encouraging employees. This positive situation will enable the accommodation industry employees to feel more emotionally connected with their businesses.

For example, in studies in the literature, Hakanen, Bakker, and Schaufeli (2006) found that an energetic process appears very prominently in facilitating emotional attachment. Again, Hakanen, Schaufeli, and Ahola (2008), found that the effect of job resources on job engagement ultimately leads to organizational commitment. Christian and Slaughter (2007) found that the commitment and vigor dimensions of work engagement were related to organizational commitment, and the strongest relationship was between the commitment dimension and organizational commitment. According to Saks (2006), he mentioned that the dimensions of vitality, engagement, and concentration in the workplace could affect the emotional dimension of organizational commitment. This means that dimensions of work engagement are antecedents of affective commitment. Llorens, Bakker, Schaufeli, and Salanova (2006) conducted a study to determine the mediating effect of work engagement and burnout in the relationship between employees' job resources, job demands, and organizational commitment. In the research, it was concluded that burnout fully mediates the relationship between job demands and commitment. In addition, it has been observed that commitment partially mediates the relationship between work resources and organizational commitment.

Meyer, Gagné, and Parfyonova (2002) found that work experiences were strongly associated with organizational commitment, especially affective commitment, regarding the relationship between work engagement dimensions as antecedent variables and affective commitment as an outcome variable. Rani, Agustiani, Ardiwinata, and Purwono (2018) found a positive and significant relationship between work engagement and organizational commitment in a study they conducted on 124 employees of a private university in Indonesia. Bakker and Leiter (2010) state that employees who show a sense of commitment to their organizations produce significant positive work outputs for the organization because they reveal their energy and mental performance in a way that allows them to focus more on their activities. For this reason, it can be said that employees with a high energy level and who are identified with their work perceive themselves as having many resources and performing better. For this reason, it is even conceivable that dedicated employees could create their job resources over time.

H3: Work engagement has a positive and significant effect on affective organizational commitment.

3.4. The Mediating Role of Work Engagement

As stated, when developing the research hypotheses, charismatic leaders are thought to be a critical element that increases the commitment and affective commitment of their followers. In the literature, there are various empirical studies that prove that the charismatic leadership style has a positive and significant effect on affective organizational commitment. (Bass, 1997; Gebert et al. (2016; Rowden, 2000; Yang et al., 2014). According to some studies, there is a positive and significant effect

between leadership style and followers' commitment to work (Babcock-Roberson and Strickland, 2010; Horn et al., 2015; Mangundjaya, 2017; Shooraj, 2022; Strickland et al., 2007; Tims et al., 2010). There are also empirical studies showing that work engagement has a positive and significant effect on affective organizational commitment (Hakanen et al., 2008; Llorens et al., 2006; Meyer et al., 2002; Rani et al. 2018; Christian and Slaughter, 2007).

Despite this, I could not find any previous study examining the mediating role of work engagement in the relationship between charismatic leadership style and the affective organizational commitment of employees. In light of these explanations, the following hypothesis has been generated

H4: Work engagement mediates the relationship between charismatic leadership and affective organizational commitment

4. METHODOLOGY

4.1. Purpose, Scope and Method of the Research

This study examines the effect of charismatic leadership characteristics of managers in the accommodation sector in Turkey on the level of affective organizational commitment of employees and the mediation effect of work engagement in this relationship. In order to collect the data for the research, a questionnaire was sent to the e-mail address of 1487 establishments with accommodation certificates from a website belonging to the Republic of Türkiye Ministry of Culture and Tourism. 481 responses were received from the questionnaires sent. In testing the adequacy of the sample size from which the data were collected, the "*samples required for generalization table*" prepared by Saruhan and Özdemirci (2011) was used. In addition, as stated by Yaşlıoğlu (2017: 75), it was concluded that the number of samples was sufficient by taking the ideal ratio of 1 to 5 in the number of observations per item as a reference.

The questionnaire form used in the research consists of three parts and 34 items. In the first part, the Charismatic Leadership Scale (CL), adapted into Turkish by Gül (2003) and developed by Conger and Kanungo (1994), contains 6 dimensions and 24 questions, was used. The sub-dimensions and codes of the scale are as follows: strategic vision and articulation (VIS), sensitivity to the environment (ENV), sensitivity to the needs of members (SNM), taking personal risks (RISK), displaying unconventional behaviors (UB) and does not maintain status quo (DSQ). In the second part of the questionnaire, the Affective Organizational Commitment Scale (AOC) developed by Meyer, Allen, and Smith (1993), which was adapted into Turkish by Wasti (2001), was used. The affective organizational commitment scale consists of one dimension and 6 items. AOC 2, AOC 4, and AOC 6 items are reverse-coded. In the third part of the questionnaire, the Work Engagement Scale (WE), which consists of one dimension and four expressions, used by Rasool, Wang, Tang, Seed, and Iqbal (2021), was used. The items of the work engagement scale were first translated from English into Turkish by McGorry's (2000) rejection

method. Afterward, the faculty members of the Akdeniz University School of Foreign Languages were asked to translate the items from Turkish to English. All scale items were measured with a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The research form also includes 6 demographic questions of the participants.

4.2. Analyzes and Findings

When the demographic questions of the research sample were analyzed, the following findings were reached: 52.6% of the participants were male, and 47.4% were female. 3.7% of the employees participating in the study were under the age of 25; 45.9% were between the ages of 25-35; 42% were in the 36-45 age range, and 8.3% were over 45 years old. When their marital status is considered, 47% are married, and 53% are single. 10.8% of the participants have worked in the range of 1-2 years, 43% in the range of 3-5 years, 37.4% between 6-9 years, and 8.7% more than 10 years. 19.5% of the people participating in the study have 1-2 years of work experience; again, 19.5% have 3-5 years, 47.6% have 6-9 years, and 13.3% have a total of 10 years or more of work experience.

Table 1. Descriptive Information for Items

	N	Mean	Std. Deviation	Skewness	Kurtosis
VIS1	481	3,8649	,98130	-,856	,656
VIS2	481	3,8815	,95552	-,826	,637
VIS3	481	3,9085	,95304	-,831	,674
VIS4	481	3,8711	,97469	-,797	,451
VIS5	481	3,8877	,97247	-,865	,696
VIS6	481	3,9272	,94478	-,822	,659
ENV1	481	4,0042	1,03681	-,819	,039
ENV2	481	4,0166	1,01639	-,822	,102
ENV3	481	3,9854	1,05761	-,820	-,015
ENV4	481	4,0208	1,02245	-,829	,077
ENV5	481	4,0021	1,02774	-,802	,011
ENV6	481	4,0353	,99624	-,795	,036
UB 1	481	3,7796	,96462	-,652	,393
UB2	481	3,8212	,94055	-,647	,394
UB3	481	3,8087	,94913	-,652	,398
RISK1	481	3,9376	1,06861	-,832	,003
RISK2	481	3,8919	1,08817	-,739	-,273
RISK3	481	3,9376	1,05882	-,795	-,087
RISK4	481	3,9522	1,05663	-,841	,039
SNM1	481	3,8378	1,13592	-,689	-,489
SNM2	481	3,8732	1,10610	-,703	-,471
SNM3	481	3,8607	1,12701	-,697	-,500

DSQ1	481	2,0561	,90541	,752	,684
DSQ2	481	2,0790	,94978	,794	,572
WE1	481	3,8462	1,22697	-,853	-,282
WE2	481	3,8524	1,20115	-,815	-,321
WE3	481	3,8753	1,19418	-,863	-,192
WE4	481	3,8857	1,20650	-,894	-,181
AOC1	481	4,1289	1,01449	-1,162	,988
AOC2	481	4,0873	1,00243	-1,135	1,032
AOC3	481	4,1351	1,01265	-1,180	1,041
AOC4	481	4,1060	,98910	-1,148	1,099
AOC5	481	4,1435	,99906	-1,172	1,060
AOC6	481	4,1123	,98524	-1,158	1,151

Since the skewness and kurtosis values of the expressions are between -1.5 and +1.5, it is seen that the data meet the normal distribution criteria (Tabachnick and Fidell, 2013).

The study's data were analyzed with the AMOS program using structural equation modeling. The analyzes of the study were carried out in two stages. First, the measurement model was evaluated, and then the study's hypotheses were tested through path analysis. In the measurement model analysis, standardized factor loadings, composite reliability values (CR), Cronbach Alpha (CA) to measure reliability and internal consistency, and the Fornell-Lacker method to test discriminant validity were applied. In addition, the model's suitability was analyzed using good fit values.

As a result of the analysis, "VIS2, VIS3, VIS5, ENV4, UB1, UB2, UB3, RISK3, DSQ1, DSQ2" coded expressions that did not meet the criteria of reliability and validity were excluded from the analysis. As a result of the analyzes made, statistically significant ($p < 0.05$) and factor loads above 0.50 were taken as the basis for evaluating item reliability (Hulland, 1999). In order to measure whether the convergent validity criteria are met, the CR and CA values of the variables were examined since these values were greater than 0.70 (Bagozzi and Yi, 1988) and since the AVE values and reliability (internal consistency) values were greater than 0.5 (Hair, Risher, Sarstedt and Ringle, 2019) concluded that these values are appropriate. In addition, since the goodness of fit values are within acceptable limits, it has been observed that the data-model fit is good (Yaşlıoğlu, 2017). Details are shared in Table 2.

Table 2. Factor Analysis Results

Factor	Loadings	CA	CR	AVE
VIS		0,898	0,898	0,746
VIS6	0,833			
VIS4	0,881			
VIS1	0,876			
ENV		0,941	0,938	0,754
ENV5	0,822			
ENV3	0,887			
ENV2	0,911			
ENV1	0,939			
ENV6	0,77			

SNM		0,945	0,945	0,853
SNM3	0,885			
SNM2	0,95			
SNM1	0,934			
RISK		0,915	0,916	0,784
RISK2	0,927			
RISK1	0,846			
RISK4	0,88			
WE		0,946	0,944	0,810
WE1	0,929			
WE2	0,96			
WE3	0,855			
WE4	0,846			
AOC		0,993	0,993	0,978
AOC1	0,994			
AOC3	0,995			
AOC5	0,978			
X²/SD= 3,811 (p<0,05); GFI= 0,903; NFI= 0,944; TLI= 0,950; CFI= 0,958; RMSEA= 0,077; SRMR= 0,057				

The discriminant validity was tested with the analyzes made according to the Fornell and Lacker criteria. According to the Fornell and Lacker method, the square root of the AVE values for each variable is based on the correlation coefficients of the variable with the other variables. These values are shown in Table 3.

Table 3. Discriminant Validity

	AOC	VIS	ENV	SNM	RISK	WE
AOC	0,989					
VIS	0,136	0,864				
ENV	0,223	0,583	0,868			
SNM	0,199	0,309	0,352	0,923		
RISK	0,316	0,286	0,347	0,317	0,885	
WE	0,280	0,251	0,327	0,386	0,290	0,900

Path analysis was conducted to test the research hypotheses. Charismatic leadership, which represents a structure consisting of four sub-dimensions in the research model, was put into the model as a second-order structure. As the sub-dimensions of the charismatic leadership variable, which is the second-degree representative variable, created, the sub-dimensions of strategic vision and articulation, sensitivity to the environment, sensitivity to the members' needs, and personal risk-taking were statistically significant, it was concluded that the second-order structure was appropriate. Detailed information is shared in Table 4.

Table 4. Evaluation of the Second-Order Structures

Path	β	t	p	R^2
CL → VIS	,672	8,067	,000	,451
CL → ENV	,759	13,778	,000	,273
CL → SNM	,523	9,956	,000	,844
CL → RISK	,503	9,389	,000	783

As a result of the path analysis, since the direct effect of charismatic leadership on affective organizational commitment ($\beta=0.243$; $p<0.01$) and work engagement ($\beta=0.475$; $p<0.01$) is statistically significant, H1 and H2 hypotheses; H3 hypothesis was accepted since the direct effect of work engagement on affective organizational commitment was statistically significant ($\beta=0.164$; $p<0.01$). In order to examine the mediation effect, the indirect effect of charismatic leadership on affective organizational commitment through work engagement was examined. The mediation effect can be mentioned if the indirect effect is statistically significant. When the direct and indirect effects are simultaneously significant, a partial mediation effect is mentioned. When the direct effect is meaningless, and the indirect effect is significant, the full mediation effect is mentioned (Zhao, Lynch and Chen, 2010).

When the data analysis was analyzed, the H4 hypothesis was supported since it was concluded that the direct effect of charismatic leadership on affective organizational commitment was statistically significant. At the same time, its indirect effect on work engagement was statistically significant ($\beta=0.079$; $p<0.01$). Analysis results are shared in Table 5.

Table 5. Results of Hypothesis Test

	Path	β	p	%95 confidence interval LLCI	%95 confidence interval ULCI	Results
	Direct					
H1	CL → AOC	,243	000	,128	,365	Supported
H2	CL → WE	,475	000	,394	,647	Supported
H3	WE → AOC	,164	000	,076	,224	Supported
	Indirect					Supported
H4	CL → WE → AOC	,079	,005	,041	,132	Supported

Note: Lower-level confidence interval = LLCI; Upper-level confidence interval= ULCI

5. CONCLUSION and DISCUSSION

The main aim of this study, which is based on social identity theory (Ashforth and Mael, 1989), social exchange theory (Blau, 1964), and motivation theory, is to investigate the effect of charismatic leadership behaviors of managers working in the accommodation industry on the affective organizational commitment behaviors of their employees and the mediating effect of work engagement in the relationship between charismatic leadership and affective organizational commitment.

As a result of the research, it was concluded that charismatic leadership has a positive, significant, and direct effect on affective organizational commitment. Therefore, it is seen that the result obtained from the research is compatible with previous studies in the literature (Machokoto, 2019; Mangundjaya and Amir, 2021; Rowden, 2000; Shamir et al., 1998; Yang et al., 2014). A common result of these studies is that the charismatic leadership styles of managers have a positive and significant effect on the affective organizational commitment of the employees.

Another result of the research is that the charismatic leadership style of the managers has a significant positive effect on employee engagement. This result is consistent with the literature studies and strengthens the previous research findings (Babcock-Roberson and Strickland, 2010; Sincer, 2021; Strickland, 2007; Tims 2010).

As a result of the research, it was seen that the relationship between the employees' work engagement and their affective organizational commitment levels had a positive and significant effect on affective organizational commitment. Thus, it is concluded that work engagement is an antecedent of affective organizational commitment. This conclusion is also consistent with previous studies in the literature (Bakker and Leiter, 2010; Christian and Slaughter, 2007; Hakanen et al., 2008; Jung, Song, and Yoon, 2021; Llorens et al., 2006).

It has been concluded that work engagement has a mediating role in the relationship between the charismatic leadership style of the managers in the accommodation establishments and the affective organizational commitment of the personnel working in the front office service in the accommodation

establishments. This finding may mean that as the managers show charismatic leadership behaviors, the commitment of the front office employees will increase. Thus, they will show a higher level of commitment to their organizations. When the literature is reviewed, since there is no study on the mediating role of work engagement in the relationship between charismatic leadership and affective organizational commitment, the current study also contributes to the literature by revealing this mediation relationship.

The focus of social identity theory is an individual's belief and awareness that he or she belongs to a particular social group and that membership in this group contains specific values for him and, at the same time, has an emotional significance for him. (Tajfel, 1972). According to the research results, the charismatic leadership style seems to be a tool that can be used to develop a common sense of organizational identity for the organization's employees. It can be said that employees who internalize organizational values through their managers can develop a stronger affective commitment to the social group they belong to by adopting a common organizational identity.

Engagement is a permanent state that shows the continuity of employees' commitment to their work and the passion they feel towards their work (Macey and Schneider, 2008: 4). Work engagement is an attitude towards integrating the employee with his work (İnce, 2016). From the perspective of motivation theory, charismatic leaders are likely to influence and motivate employees because they are sensitive to the needs of their followers. et al., 2014: 207). As a result of this motivation, the employee will integrate himself more with his work. In addition, this relationship will create a mutual commitment and loyalty between the employee and the organization (Gilliand and Bello, 2002).

In light of what has been said, the charismatic leadership characteristics of managers can serve as a critical element for organizations in increasing their employees' job engagement and affective commitment to the organization. Managers in organizations, especially human resources managers, should follow a path that considers the managers' leadership styles and the employees' engagement in creating an emotional bond between the employees and their organizations. If the managers show that they give importance to their thoughts and ideas in a way that can meet the needs and expectations of their employees, the engagement of the employees will increase. This level of commitment will result in employees' affective commitment to their organizations, which is critical in providing organizations with a competitive advantage.

Since this study was conducted on front-office personnel working in accommodation establishments in Turkey, it may not be appropriate to generalize the results of this study to other sectors. Researchers who want to work on this subject in the future can conduct new research on different types of leadership in different sectors by using various mediator and moderator variables.

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