

MEDIATING ROLE OF WORK ENGAGEMENT AND MODERATING ROLE OF ORGANIZATIONAL STRUCTURE IN THE EFFECT OF DARK LEADERSHIP ON PSYCHOLOGICAL CONTRACT¹²



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ABSTRACT In the research, the relationship between the dark leadership perception, work engagement, psychological contract and organizational structure perceptions of white-collar employees of five-star hotels in Istanbul, Ankara and Antalya was analysed. In this regard, data was collected from 402 white-collar hotel employees through surveys. Frequency distribution analyses, reliability analyses, confirmatory factor analyses, correlation analysis, mediator and moderator effect analyzes were conducted. As a result of the analysis, it was determined that there was a significant and negative relationship between the perception of dark leadership and psychological contract and work engagement, and a significant and positive relationship between work engagement and psychological contract. In addition, it was understood that work engagement had a partial mediating role in the effect of dark leadership perception on psychological contract. Finally, it has been found that organizational structure has a moderating role in the effect of dark leadership perception on psychological contract.

Keywords: *Dark leadership, psychological contract, work engagement, organizational structure*

JEL Codes: *M1, M10, M12*

Scope: *Business administration*

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¹ Compliance with the ethical rules of the relevant study has been declared.

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**ÇALIŞANLARIN KARANLIK
LİDERLİK ALGISININ PSİKOLOJİK
SÖZLEŞME ÜZERİNDEKİ ETKİSİNDE
İŞE ADANMIŞLIĞIN ARACI,
ALGILANAN ÖRGÜT YAPISININ
DÜZENLEYİCİ ROLÜ**



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ÖZ | Araştırmada İstanbul, Ankara ve Antalya'daki beş yıldızlı otellerin beyaz yakalı çalışanlarının karanlık liderlik algısı, işe adanmışlık, psikolojik sözleşme ve örgütsel yapı algıları arasındaki ilişki incelenmiştir. Bu kapsamda 402 beyaz yakalı otel çalışanından anket yoluyla veri toplanmıştır. Frekans dağılım analizleri, güvenilirlik analizleri, doğrulayıcı faktör analizleri, korelasyon analizi, aracı ve moderatör etki analizleri yapılmıştır. Analiz sonucunda karanlık liderlik algısı ile psikolojik sözleşme ve işe adanmışlık arasında anlamlı ve negatif ilişki, işe adanmışlık ile psikolojik sözleşme arasında ise anlamlı ve pozitif bir ilişki olduğu tespit edilmiştir. Ayrıca karanlık liderlik algısının psikolojik sözleşmeye etkisinde işe adanmışlığın kısmi aracılık rolünün olduğu anlaşılmıştır. Son olarak karanlık liderlik algısının psikolojik sözleşmeye etkisinde örgütsel yapı algısının düzenleyici bir role sahip olduğu tespit edilmiştir.

Anahtar Kelimeler: *Karanlık liderlik algısı, psikolojik sözleşme, işe adanmışlık, örgüt yapısı algısı*

JEL Kodları: *M1, M10, M12*

Alan: *İşletme*

Türü: *Araştırma*

1. INTRODUCTION

Organizations, realizing that they can move their business forward and stand out in the competition thanks to their qualified and talented employees, now have to adopt different strategies to find, retain and develop them. In line with these strategies, leaders are the most important figures that are effective and decisive on the employee that has different needs and expectations. Naturally, the focus of most of the research conducted to date on leaders who occupy a critical position, has been the positive qualities of the leader. The leader has power that is officially given by the organization or stems from his own personal characteristics. However, it should not be forgotten that it is possible to use this power and direction in a negative way. So, in addition to the admirable features the leader might have dark side of characteristics that have negative consequences on the organization and the employee. When it is analysed individual, team and organization order, the impact area of the leader's destructive behavior is quite wide. Therefore, it is necessary to recognize such leadership behaviors and comprehensively understand their outcome on relationship between organization and employee.

As it is known, both employers and leaders must be in constant communication with employees for implementing the organizational targets. In this communication process, mutual expectations and obligations emerge regarding each other parties. These obligations and expectations, which are not stated in writing or verbally, reveal the concept of psychological contract. Regarding the psychological contract the leader or the employer may have different perception, and therefore the meanings they attribute to the contract also vary. The psychological contract, which we can define as a sensitive relationship, can be violated by the leader's dark behavior such as insincere, harassing, oppressive. It is anticipated that this situation will produce negative results on the employee and the organization.

Considering the results of negative leadership behaviors on the organization and the individual, it is seen that they also affect the employee's engagement. An employee who is engaged to his/her job demonstrates goal-oriented performance. It is expected that a physically and emotionally dedicated employee will have high expectations within the scope of the psychological contract and will also effectively fulfill what is expected of him/her, that is, his/her obligations. However, although the intrinsic motivation of an employee who is dedicated to the job is high, it is predicted that if the negative attitudes and behaviors of the leader continue, his/her dedication and engagement to the job and therefore his/her performance will decrease.

Another concept discussed within the scope of the research is organizational structure. It was aimed to draw attention to the internal mechanisms of organizations in the relationship of the concept of organizational structure with the concepts of dark leadership, work engagement and psychological contract. Moreover, it was tried to find out whether the leader's negative behavior is accepted or whether such negative behavior continues depends on the structural characteristics of the organization. For example, it is estimated that dark leadership behaviors will be less common in an organization that is more flexible and has a wider control area.

2. THEORETICAL FRAMEWORK

2.1. Dark Leadership

The most fundamental resources of an organizations are their employees and the leaders who influence them. It is necessary to accept that a leader who glorifies the business can also harm employees and make mistakes and also lead to disasters. For this reason, leadership styles that negatively affect the business and its employees have been discussed in recent leadership studies (Güldü & Esentürk Aksu, 2016). When studies on dark leadership were analysed, the dark side of the leader was tried to be explained by emphasizing different types of behavior. Accordingly, it is explained as leader attitudes that negatively affect the motivation and employees job satisfaction and endanger the interests of the business by using their position and resources in the organization (Aasland, Skogstad, Notelaers, Nielsen & Einarsen, 2010). Considering the business goals, moving towards long-term plans is expected to be a strategy in favor of the business, while in dark leadership, short-term plans and profits are at the forefront. At the same time, short-term gains are based on personal interests rather than organizational interests.

Negative behaviors of leaders have been diversified differently by researchers. The leader's excessive emphasis on status and position and his ambition to gain success and power can sometimes lead him to unethical behavior (Husted, 2008, p.23). Likewise, Bass (1999) defined the leader's deviation from honest and fair behavior, that is, acting unethical, as a dark leader. Although the situations that cause the leader to behave unethically are different, the basis of the issue is the leader's instinct to gain status or maintain his current status. In line with this motivation, the leader feels extremely pressured by the problems or uncertainties that may arise. In situations of stress and pressure, the leader's dark side comes to light and he/she has difficulty controlling his/her behavior. In such situations where dark leadership behaviors are observed, the leader may ignore moral values and social judgments (Frankenhauser, 2009, p.38).

The leadership, which has been considered together with some virtues and idealistic qualities until now, with adjectives such as "dark", "bad" and "destructive", both arouses curiosity and reveals unknown facts about different aspects of leadership. The leader's characteristics that are dysfunctional and harmful to his environment, both in terms of personality and behavior, constitute his dark side (McIntosh & Rima, 1997, p.28). In other words, according to the norms, beliefs and values accepted by the individual and society, negative and unethical behavior and personality traits are considered the dark side of the leader (Kesken & Ayyıldız, 2011, p.2).

Although the negative characteristics of the leader have been relegated to the background until now (Eriş, Yanar Bayam & Timurcanday Özmen, 2016; Özsoy & Ardiç, 2020), the number of studies on this subject has gradually increased. Along with the ethical problems experienced in recent years, the negative perceptions of employees about leaders, and the failures experienced by businesses, and various studies explaining dark leadership have been published (Schyns & Schilling, 2013; Başar & Basım, 2018; Uslu, 2021).

2.2. Psychological Contract

In the literature the first researcher is Argyris (1960) who mentioned about the term of psychological contract. In his research that was conducted with factory workers, pointed out that a psychological contract is formed when workers respect informal organizational norms. He figured out that when conditions such as leaving workers flexible and alone, being paid satisfactorily and providing job security are met, things get better, production is high and workers' job satisfaction is higher. Kotter (1973) defined the organization and employees as parties within the scope of psychological contract. He further stated that this contract determines how the transaction will occur between the parties. Compared to his predecessors, Rousseau (1989) has contributed to the concept of psychological contract to a greater extent with his research. He clarified the psychological contract definition as "the opinion, judgment and belief regarding the mutual obligations between the management and employee". These obligations can be openly negotiated between the employee and the organization, or some predictions about the future can be made through social learning based on observations and experiences. Stating that the perception of psychological contract may be different for the employee and the organization, Rousseau (1989) handled the psychological contract at the individual level. He explained that the individual mentally creates a contract model and evaluates his /her own contribution accordingly in his relationship with the organization. Later, Rousseau (2001) suggested that not only expectations but also obligations should be evaluated within the scope of the psychological contract. Expectations are

beliefs formed based on a person's past experiences. Obligations are matters that the employee believes he/she deserves and the employee has a perception that the company will provide these to him/her (Sparrow & Cooper, 2003).

The psychological contract can be defined as a transactional contract at one end and a relational contract at the other, inversely proportional to each other. Transactional and relational contracting can generally be differentiated in terms of clarity of boundaries, scope and flexibility (Fidan, 2021).

2.3. Work Engagement

Kahn (1990) defined the concept of work engagement as the cognitive, physical and emotional dedication of employees with certain roles in the organization. Cognitive engagement means employee's awareness of his responsibilities and his/her mental readiness (Kahn, 1990, p.694). Physical engagement is the employee's enthusiastic and dynamic fulfillment of his responsibilities in the organization with physical dedication. It is stated that employees with a high level of physical dedication work with higher performance and are more productive (Rich, Lepine & Crawford, 2010). Emotional engagement is the employee's positive manner towards his/her working environment (Kular, Gatenby, Rees, Soane & Truss, 2008). Harter, Schmidt and Hayes (2002) describe employees' integration with their work and doing their job with enthusiasm as work engagement. Likewise, Salanova and Schaufeli (2008) defined work engagement as a person's integration with the job by acting goal-oriented and taking pride in the work. It is possible to explain the work engagement by taking into account the job demands-resources model. According to this model, job demands correspond to the physical, social and psychological effort expected from the employee, depending on the content of the job. Job resources, on the other hand, are physical, psychological, social or organizational elements that both develop the employee and enable the achievement of business goals (Mijakoski, Karadzinska-Bislimovska, Basarovska, Montgomery, Panagopoulou, Stoleski, & Minov, (2015). Balance in job demands and resources will affect the employee's level of work engagement (Şahin & Çankır, 2019). It is possible to say that employees with high levels of work engagement are in constant search to achieve their work goals, as they are energetic and immersed in their work (Thai, To, Tran, Hoang, & Ho, 2023).

2.4. Organizational Structure

Morris (1990) explained the organizational structure as the systems that support the works done within an organization. Walton (1986) defined the basic factors of organizational structure as roles, positions, responsibilities and problem-solving systems. Chandler (1962) expressed the organizational structure as the structure that will enable the implementation of business strategy. In

support of this statement, Daft (2007) emphasized that the administrative structure will change with the change of business strategy, therefore the organizational structure should be redesigned. Likewise, Robbins and DeCenzo (2005) emphasized that organizational structure has a very crucial role in achieving the business strategies. Covin, Slevin and Schultz (1994) defined it as ensuring the interconnection of relationships between workflow, use of authority and communication channels. Mirze and Ülgen (2016), in a more succinct manner, defined organizational structure as the relationships of employees with each other, employees with jobs, and jobs with each other. In general, it is observed that researchers have a common idea about some elements that make up the organizational structure and list these as formalization, differentiation, scope of control and specialization (Özdemir, 2016).

3. HYPOTHESES OF THE RESEARCH

Destructive, narcissistic, tyrannical, aggressive and cynical attitudes, which we can define as dark leadership behaviors, have negative effects on both the individual and the organization. Dark leadership behaviors reduce employees' engagement and job satisfaction (Tepper, 2000), and negatively affect employee behaviors that contribute to organizational performance, such as organizational citizenship (Aryee, Chen, Sun, & Debrah, 2007).

It is also understood that negative leadership behaviors cause employees to feel burnt out (Carlson, Ferguson, Hunter, & Whitten, 2012) and even make a decision to quit. Obtaining the desired contribution and performance from an employee within the organization depends on many factors. One of these elements is the psychological contract that emerged between the parties called employee and employer. Psychological contract cover the thoughts and beliefs that the mutual obligations of the organization and the employee will be fulfilled (Kiazad, Holtom, Hom, & Newman, 2014). Among the obligations that the organization should fulfill is management and leadership style that makes its employees happy. Therefore, leaders at the management level both represent the company and become a part of the psychological contract. In this context, it can be assumed that leader attitudes are primarily effective in the psychological contract violation, as well as in its existence. In line with these explanations, hypothesis 1 was created.

H₁: Perception of dark leadership has an effect on the psychological contract.

The concept of work engagement depicts an ideal employee profile who enjoys his/her job within the organization, voluntarily assumes responsibility, and is eager to learn (Şimşek & Taşcı, 2004). It is necessary to provide the support

from the organization and meet the expectations in order to raise the employees' work engagement. Leader's behaviors are also included within the scope of support to be received from the organization (İnce, 2016). On the contrary, when the leader does not support the employee and does not instill trust, the employee feels worthless and his/her performance, job satisfaction and motivation decrease (Reed & Bullis, 2009; Erdal Üngör, 2021; Işık & Kızıltuğ, 2022). It is assumed that in organizations where the dark side of the leader is revealed, that is, where destructive behaviors are exhibited repeatedly, work engagement will be negatively affected and psychological contract violation will occur. Hypothesis 2 was created in line with these explanations.

H₂: Perception of dark leadership has an effect on the work engagement.

The relationship between work engagement and psychological contract has been explained based on various theories. One of the theory is developed by Vroom (1924) and this theory explained that the employee will perform according to the reward he/she will receive. Similarly, equity theory, developed by Adams (1963), explained how employees compare their own inputs and outputs with other individuals, and suggested that employees' psychological and behavioral reactions will differ in case of inequality (Bolino & Turnley, 2008). These theories reveal the existence and strength of the relationship between psychological contract and work engagement within the organization. In line with these studies, hypothesis 3 and hypothesis 4 were created.

H₃: Work engagement has an effect on the psychological contract.

H₄: Work engagement has a mediating role in the effect of the dark leadership perception on the psychological contract.

In order to keep up with today's competitive conditions and to raise organizational performance to the top level, businesses are redesigning their organizational structures in accordance with their fields of activity. For example, elements such as the arrangement of hierarchical levels, degree of centralization, level of formalization, and width of control areas are among the issues discussed in the organizational structure (Uyanık, 1998; Yılmaz & Cerit, 2023). It is thought that organizational structure and leadership behaviors, which have a wide impact in the organizational, are in relationship with employee's work engagement and psychological contract perception. Hypothesis 5 was created in line with these explanations.

H₅: Organizational structure has a moderating role in the effect of dark leadership perception on psychological contract.

4. METHOD

4.1. The Aim of the Study and the Research Model

The principal aim of this study is to understand the relationships among employees' dark leadership perception, psychological contract, work engagement and organizational structure perceptions. Research model developed regarding the mediating role of work engagement and the moderating role of organizational structure in the effect of employees' perception of dark leadership on psychological contract is displayed in Figure 1.

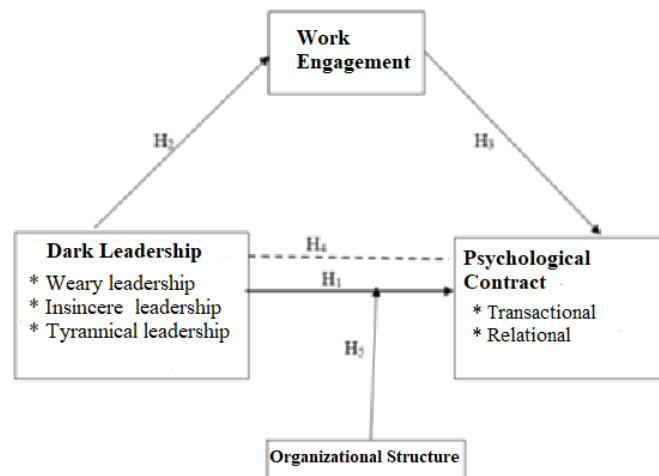


Figure 1: Research Model

4.2. Analysis Used in the Research

Quantitative method was used in the research, and the data was analyzed with SPSS 26.0 and AMOS 21.0 programs with a 95% confidence level. According to the data obtained, confirmatory factor analysis was performed to analyse the factor structures of the scales, and correlation analyzes were performed to reveal the relationships between variables. Additionally, within the scope of the research, mediation test (model 4) and moderation test (model 1) were proceeded with Hayes Process Regression. For mediation testing, indirect, direct and total effects were analysed.

4.3. Research Universe and Sample Group

The research universe consists of white-collar employees of five-star hotels in Istanbul, Ankara and Antalya. There are certain reasons why hotel businesses were preferred in the research. Hotel businesses have an important place in the tourism sector as they have a high potential to create income and employment. On the other hand, it has been revealed in many studies that the employee turnover rate in this industry is higher than in other sectors (Cheng & Brown, 1998; Kim, 2014; Robinson, Kralj, Solnet, Goh & Callan, 2014). In this field, services are produced and this service production occurs at the same time as consumption. Additionally, technology usage is low and labor intensive. The quality of communication and coordination among employees, leadership style, and meeting the economic, social, emotional (Akçadağ & Özdemir, 2005) needs and expectations of the employee have an important place in the successful execution of hotel management activities and business success. In line with these explanations, it was aimed to research the level of dark leadership perception, work engagement, psychological contract and organizational structure perceptions of the sample hotel employees and the relationships between these concepts.

According to the December 2022 data of the Ministry of Culture and Tourism, the number of five-star hotels in Istanbul is 137, 30 hotel in Ankara and 219 hotels in Antalya. Since it was not possible to reach all white-collar employees in a total of 386 hotel groups in terms of time and cost, data was collected by convenience sampling method. Assuming that approximately 300 people work in a five-star hotel and 10% of them are white collar, it is thought that approximately 11,580 people are employed as white collar workers. With the sampling calculation method, the lowest sample number was calculated as 372 with a 95% confidence level and 5% sampling error (<http://etikarastirma.com>). In this regard, the research was completed with data collected from 402 hotel employees working in variety of departments.

In this study, all rules specified within the scope of the "Higher Education Institutions Scientific Research and Publication Ethics Directive" were followed. The ethical evaluation was made by the Istanbul Commerce University Ethics Committee, and ethics committee approval was given with the decision document dated 06.10.2022 and numbered E-65836846-044-265384.

4.4. Research Scales

The research includes four scales for conceptual variables and additional demographic questions. Data on gender, marital status, age, educational status, total seniority, seniority in current company were obtained from the participants who answered the scale questions, and demographic analyses were made.

Dark Leadership Perception Scale: It is a 17-item scale consisting of 3 sub-dimensions developed by Başar (2019, 2020). It measures dark behaviors of leaders, which we can define as weary, insincere and tyrannical. Weary behaviors were measured with 6 items, insincere behaviors with 5 items, and tyrannical behaviors measured with 6 items. Answers were collected from the participants in a 5-point Likert format (1-never, 2-rarely, 3-sometimes, 4-often, 5-always).

Psychological Contract Scale: The scale is developed by Millward and Hopkins (1998) to evaluate employees' psychological contract perception. The original scale consists of 37 statements. Firstly Mimaroglu (2008) adapted the scale to Turkish and then İyigün and Çetin (2012) handled the scale and it was turned into 17-item scale. In this research the short version was used. The scale consists of a total of 17 items, 10 of which measure the transactional sub-dimension of the psychological contract and 7 items measure the relational sub-dimension of the psychological contract. Answers were collected from the participants in a 5-point Likert format (1-strongly disagree; 2- disagree, 3-undecided, 4-agree, 5-strongly agree).

Work Engagement Scale: Schaufeli and Bakker (2003) developed the scales to measure employee's work engagement. The scale's adaptation into Turkish and its reliability and validity analysis were carried out by Özkalp and Meydan (2015). The researchers suggests that the scale can be used as a unidimensional one, as the exploratory factor analysis results do not clearly differentiate the scale into a three-dimensional structure. The same result was revealed by Sonnentag (2006). The expressions were designed according to a 5-point Likert scale, and the scale 1-strongly agree, 2-agree, 3-undecided, 4-disagree, 5-strongly disagree was used.

Organizational Structure Perception Scale: The scale created by Khandwalla (1977) and it measures the organic level of the organizational structure with 7 questions. Özcan (2010) adapted the scale into Turkish. The average of seven items is stated as the organicity index of the organization. The higher index means high level organicity of the organization; the lower it is, the more mechanical the organization is considered (Khandwalla, 1977). The values given on the scale are between 1 and 7, and as the scores increase, the degree of organicity also increases.

5. FINDINGS

5.1. Demographical Findings

In accordance with the data which were obtained from the participants, the findings related to the demographic profile and job characteristics are displayed in Table 1.

Table 1: Distribution of Demographical Characteristics

| | | n | % |
|-----------------------------------|---------------|-----|------|
| Gender | Female | 168 | 41,8 |
| | Male | 234 | 58,2 |
| Marital status | Married | 239 | 59,5 |
| | Single | 163 | 40,5 |
| Age | 21-30 | 76 | 18,9 |
| | 31-40 | 180 | 44,8 |
| | 41-50 | 79 | 19,7 |
| | Above 51 | 67 | 16,7 |
| Education | Undergraduate | 131 | 32,6 |
| | Graduate | 196 | 48,8 |
| | Postgraduate | 75 | 18,7 |
| Total Seniority | 5 and below | 87 | 21,6 |
| | 6-10 years | 60 | 14,9 |
| | 11-15 years | 160 | 39,8 |
| | 16-20 | 49 | 12,2 |
| | Above 20 | 46 | 11,4 |
| Seniority in Current Organization | 5 and below | 154 | 38,3 |
| | 6-10 years | 117 | 29,1 |
| | 11-15 years | 53 | 13,2 |
| | 16-20 years | 56 | 13,9 |
| | Above 20 | 22 | 5,5 |

58.2% of the employees are male, 59.5% are married, 44.8% are 31-40 years old, and 48.8% have a bachelor's degree. 39.8% of the employees have job experience for 11-15 years in total, and 38.3% have been working in the current company for 5 years or less.

5.2. Confirmatory Factor Analysis Results (CFA)

Confirmatory factor analysis was applied to understand whether the factor structures of the scales used within the scope of the research were in accordance with theoretical knowledge and to analyse their validity and reliability according to the collected data.

5.2.1. CFA results for the dark leadership perception scale

The confirmatory factor analysis results regarding the Dark Leadership Perception Scale is shown Table 2.

Table 2: CFA for the Dark Leadership Perception Scale

| Factor | Item | B | Standardized B | Std Error | p | AVE | CR | Cronbach Alpha |
|-----------------------|------|-------|----------------|-----------|---------|-------|-------|----------------|
| Weary Leadership | LA1 | 1 | 0,478 | | | 0,561 | 0,882 | 0,862 |
| | LA2 | 1,351 | 0,724 | 0,146 | 0,000** | | | |
| | LA3 | 1,839 | 0,848 | 0,187 | 0,000** | | | |
| | LA4 | 1,658 | 0,822 | 0,17 | 0,000** | | | |
| | LA5 | 1,544 | 0,802 | 0,16 | 0,000** | | | |
| | LA6 | 1,281 | 0,76 | 0,142 | 0,000** | | | |
| Insincere Leadership | LA7 | 1 | 0,468 | | | 0,513 | 0,775 | 0,797 |
| | LA8 | 1,586 | 0,643 | 0,16 | 0,000** | | | |
| | LA9 | 1,726 | 0,73 | 0,186 | 0,000** | | | |
| | LA10 | 1,472 | 0,602 | 0,173 | 0,000** | | | |
| | LA11 | 1,764 | 0,734 | 0,189 | 0,000** | | | |
| Tyrannical Leadership | LA12 | 1 | 0,62 | | | 0,522 | 0,867 | 0,869 |
| | LA13 | 1,45 | 0,775 | 0,113 | 0,000** | | | |
| | LA14 | 1,146 | 0,691 | 0,097 | 0,000** | | | |
| | LA15 | 1,473 | 0,751 | 0,121 | 0,000** | | | |
| | LA16 | 1,315 | 0,741 | 0,106 | 0,000** | | | |
| | LA17 | 1,418 | 0,745 | 0,101 | 0,000** | | | |

CR; Composite Reliability, AVE; Average Variance Extracted; **p<0,01, *p<0,05

The general approach accepted in the literature is to have a factor load of at least .40 (Şencan, 2005). It is among the standardized coefficient values of the Dark Leadership Perception Scale, and all items are statistically significant ($p < 0.001$).

It is revealed that the composite reliability and average variance extracted values of the weary ($CR = .88$; $AVE = .56$), insincere ($CR = .77$; $AVE = .51$) and tyrannical ($CR = .86$; $AVE = .52$) dimensions, which are the sub-dimensions of the dark leadership scale, are in accordance with the reference ranges. The AVE value is expected to be greater than .50 and the CR value is expected to be greater than .70. It is also claimed that if the CR value exceeds .70, convergent validity will be accepted even if the AVE value remains below .50 (Huang, Y. Wang, Wu & P. Wang, 2013; Buric, Soric & Penezic, 2016). Cronbach Alpha reliability coefficients were determined to be high in the dimensions of weary leadership (.86), insincere leadership (.79) and tyrannical leadership (.86) (*Cronbach Alpha* > .80).

As a result of CFA, the goodness fit values of the Dark Leadership Perception Scale ($\chi^2/df = 3.95$; $GFI = .90$; $CFI = .93$; $NFI = .90$; $RMR = .03$;

$RMSEA = .07$) show that the proposed model is compatible with the data and acceptable. These results showed that the predicted theoretical structure of the scale was confirmed (Baumgartner & Homburg, 1996; Hu & Bentler, 1999).

5.2.2. CFA results for the psychological contract scale

The confirmatory factor analysis results regarding the Psychological Contract Scale are shown Table 3.

Table 3: CFA for the Psychological Contract Scale

| Factor | Item | B | Standardized B | Std Error | p | AVE | CR | Cronbach Alpha |
|--|------|-------|----------------|-----------|---------|-------|-------|----------------|
| Psychological Contract - Transactional | PS1 | 1 | 0,587 | | | 0,578 | 0,899 | 0,906 |
| | PS2 | 1,094 | 0,654 | 0,08 | 0,000** | | | |
| | PS4 | 1,147 | 0,665 | 0,108 | 0,000** | | | |
| | PS6 | 1,165 | 0,632 | 0,101 | 0,000** | | | |
| | PS7 | 1,076 | 0,809 | 0,09 | 0,000** | | | |
| | PS9 | 1,175 | 0,821 | 0,098 | 0,000** | | | |
| | PS11 | 1,241 | 0,703 | 0,113 | 0,000** | | | |
| | PS14 | 1,022 | 0,839 | 0,127 | 0,000** | | | |
| | PS15 | 0,876 | 0,589 | 0,105 | 0,000** | | | |
| Psychological Contract - Relational | PS3 | 1 | 0,538 | | | 0,723 | 0,948 | 0,943 |
| | PS5 | 1,289 | 0,783 | 0,056 | 0,000** | | | |
| | PS8 | 1,239 | 0,97 | 0,071 | 0,000** | | | |
| | PS10 | 1,282 | 0,798 | 0,066 | 0,000** | | | |
| | PS13 | 1,308 | 0,861 | 0,065 | 0,000** | | | |
| | PS16 | 1,085 | 0,876 | 0,064 | 0,000** | | | |
| | PS17 | 1,188 | 0,772 | 0,06 | 0,000** | | | |
| | | PS12 | 1,553 | 0,875 | 0,094 | | | |

CR: Composite Reliability, AVE: Average Variance Extracted; **p<0,01, *p<0,05

The general approach accepted in the literature is to have a factor load of at least .40 (Şencan, 2005). It is among the standardized coefficient values of the Psychological Contract Scale, and all items are statistically significant ($p < 0.001$).

It is revealed that the composite reliability and average variance extracted values of the transactional ($CR = .89$; $AVE = .57$) and relational ($CR = .94$; $AVE = .72$) dimensions are in accordance with the reference ranges. The AVE value is expected to be greater than .50 and the CR value is expected to be greater than .70. It is also claimed that if the CR value exceeds .70, convergent validity will be accepted even if the AVE value remains below .50 (Huang, Y. Wang, Wu & P. Wang, 2013; Buric, Soric & Penezic, 2016). Cronbach Alpha reliability coefficients were determined to be high in the dimensions of transactional (.90) and relational (.94) ($Cronbach\ Alpha > .80$).

As a result of CFA, the goodness fit values of the Psychological Contract Scale ($\chi^2/df = 4.56$; $GFI = .88$; $CFI = .94$; $NFI = .92$; $RMR = .05$; $RMSEA = .07$) show that the proposed model is compatible with the data and acceptable. These

results showed that the predicted theoretical structure of the scale was confirmed (Baumgartner & Homburg, 1996; Hu & Bentler, 1999).

5.2.3. CFA results for work engagement scale

The confirmatory factor analysis results regarding the Work Engagement Scale is shown Table 4.

Table 4: CFA for the Work Engagement Scale

| Factor | Item | B | Standardized B | Std Error | p | AVE | CR | Cronbach Alpha |
|------------|------|-------|----------------|-----------|--------|-------|-------|----------------|
| Vigor | ia11 | 1 | 0,881 | | | 0,738 | 0,894 | 0,895 |
| | ia11 | 0,956 | 0,851 | 0,042 | 0,000* | | | |
| | ia11 | 0,943 | 0,845 | 0,043 | 0,000* | | | |
| Dedication | ia22 | 1 | 0,651 | | | 0,557 | 0,789 | 0,773 |
| | ia22 | 0,948 | 0,795 | 0,068 | 0,000* | | | |
| | ia22 | 1,21 | 0,785 | 0,089 | 0,000* | | | |
| Absorption | ia33 | 1 | 0,875 | | | 0,729 | 0,89 | 0,886 |
| | ia33 | 0,863 | 0,869 | 0,037 | 0,000* | | | |
| | ia33 | 0,892 | 0,816 | 0,042 | 0,000* | | | |

CR;Composite Reliability, AVE; Average Variance Extracted; **p<0,01, *p<0,05

The general approach accepted in the literature is to have a factor load of at least .40 (Şencan, 2005). The Work Engagement Scale, along with its sub-dimensions, is among the standardized coefficient values, and all its items are statistically significant ($p < 0.001$).

It is seen that the composite reliability and average variance extracted values of the vigor ($CR = .89$; $AVE = .73$), dedication ($CR = .78$; $AVE = .55$) and absorption ($CR = .89$; $AVE = .72$) dimensions are in accordance with the reference ranges. The AVE value is expected to be greater than .50 and the CR value is expected to be greater than .70. It is also claimed that if the CR value exceeds .70, convergent validity will be accepted even if the AVE value remains below .50 (Huang, Y. Wang, Wu & P. Wang, 2013; Buric, Soric & Penezic, 2016). Cronbach Alpha reliability coefficients were determined to be high in the dimensions of Vigor (.89), dedication (.77) and absorption (.88) (*Cronbach Alpha* > .80).

As a result of CFA, the goodness fit values of the Work Engagement Scale ($\chi^2/df = 4.13$; $GFI = .95$; $CFI = .97$; $NFI = .97$; $RMR = .03$; $RMSEA = .07$) show that the proposed model is compatible with the data and acceptable. These results showed that the predicted theoretical structure of the scale was confirmed (Baumgartner & Homburg, 1996; Hu & Bentler, 1999).

5.2.4. CFA results for organizational structure perception scale

The confirmatory factor analysis results regarding the Organizational Structure Scale is shown Table 5.

Table 5: CFA for the Organizational Structure Scale

| Factor | Item | B | Standardized B | Std Error | p | AVE | CR | Cronbach Alpha |
|-------------------------------------|------|-------|----------------|-----------|---------|-------|-------|----------------|
| Organizational Structure Perception | AÖY1 | 1 | 0,742 | | | 0,606 | 0,914 | 0,907 |
| | AÖY2 | 0,931 | 0,639 | 0,073 | 0,000** | | | |
| | AÖY3 | 1,241 | 0,797 | 0,076 | 0,000** | | | |
| | AÖY4 | 1,365 | 0,864 | 0,076 | 0,000** | | | |
| | AÖY5 | 1,232 | 0,851 | 0,071 | 0,000** | | | |
| | AÖY6 | 1,222 | 0,751 | 0,079 | 0,000** | | | |
| | AÖY7 | 1,165 | 0,781 | 0,073 | 0,000** | | | |

CR:Composite Reliability, AVE: Average Variance Extracted; **p<0,001, *p<0,05

The general approach accepted in the literature is to have a factor load of at least .40 (Şencan, 2005). The Organizational Structure Scale is among the standardized coefficient values, and all its items are statistically significant ($p < 0.001$).

It is seen that the composite reliability and average variance extracted values of scale is in accordance with the reference ranges ($CR = .91$; $AVE = .60$). The AVE value is expected to be greater than .50 and the CR value is expected to be greater than 0,70. It is also claimed that if the CR value exceeds .70, convergent validity will be accepted even if the AVE value remains below .50 (Huang, Y. Wang, Wu & P. Wang, 2013; Buric, Soric & Penezic, 2016). Cronbach Alpha reliability coefficient was determined to be high for the Organizational Structure Perception scale (.90) ($Cronbach\ Alpha > .80$).

As a result of CFA, the goodness fit values of the Organizational Structure Perception Scale ($\chi^2/df = 4.14$; $GFI = .95$; $CFI = .97$; $NFI = .95$; $RMR = .06$; $RMSEA = .08$) show that the proposed model is compatible with the data and acceptable. These results showed that the predicted theoretical structure of the scale was confirmed (Baumgartner & Homburg, 1996; Hu & Bentler, 1999).

5.3. Correlation Relationships Between Variables

Within the scope of the research, the relationships between the variables of dark leadership perception, work engagement, psychological contract and organizational structure perception were determined by correlation analysis.

Table 6: Correlation Coefficients

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
|---------|---|--------|--------|--------|---------|---------|---------|---------|---------|---------|---------|---------|
| WL(1) | 1 | ,775** | ,798** | ,934** | -,745** | -,781** | -,774** | -,585** | -,717** | -,725** | -,735** | -,542** |
| IL (2) | | 1 | ,779** | ,909** | -,779** | -,756** | -,783** | -,608** | -,701** | -,711** | -,734** | -,525** |
| TL (3) | | | 1 | ,932** | -,690** | -,661** | -,690** | -,505** | -,586** | -,668** | -,640** | -,436** |
| DL (4) | | | | 1 | -,795** | -,791** | -,807** | -,609** | -,720** | -,757** | -,758** | -,540** |
| TPC(5) | | | | | 1 | ,928** | ,987** | ,752** | ,764** | ,741** | ,821** | ,643** |
| RPC(6) | | | | | | 1 | ,976** | ,765** | ,797** | ,778** | ,851** | ,691** |
| PC (7) | | | | | | | 1 | ,771** | ,792** | ,770** | ,849** | ,675** |
| VG (8) | | | | | | | | 1 | ,739** | ,710** | ,896** | ,865** |
| DE (9) | | | | | | | | | 1 | ,831** | ,929** | ,724** |
| AB (10) | | | | | | | | | | 1 | ,925** | ,676** |
| WE (11) | | | | | | | | | | | 1 | ,826** |
| OS (12) | | | | | | | | | | | | 1 |

Variables $0 < r < 0.299$ is weak, $0.300 < r < 0.599$ is medium, $0.600 < r < 0.799$ is strong, $0.800 < r < 0.999$ is very strong; Pearson correlation

There is a negative ($r < 0$), statistically significant relationship between employees' Dark Leadership Perceptions scores and Psychological Contract scores, Work Engagement scores, and Perception of Organizational Structure scores ($p < 0.05$). There is a positive ($r > 0$), statistically significant relationship between Psychological Contract scores and Work Engagement, Organizational Structure Perception scores ($p < 0.05$). There is a positive ($r > 0$), statistically significant relationship between Work Engagement scores and Organizational Structure Perception scores ($p < 0.05$).

5.4. Mediation Analysis Results

In the analysis of the mediating effect of work engagement, first the effect of the perception of dark leadership on work engagement was analyzed, and then the effect of work engagement on the psychological contract was analyzed. The mediating effect was analyzed according to the total, direct and indirect effect results.

Table 7: The Mediating Role of Work Engagement in the Effect of Dark Leadership on the Psychological Contract

| Tested Ways | B | Std Error | β | t | p | %95 B CI | |
|--|--------|-----------|---------|---------|---------------|----------|--------|
| | | | | | | Lower | Upper |
| DarkLeadership>WorkEngagement | -0,468 | 0,02 | -0,758 | -23,238 | 0,000* | -0,508 | -0,428 |
| WorkEngagement>PsychologicalContract | 0,949 | 0,061 | 0,557 | 15,594 | 0,000* | 0,83 | 1,069 |
| DarkLeadership>PsychologicalContract | | | | | | | |
| Total Effect | -0,85 | 0,031 | -0,807 | -27,365 | 0,000* | -0,911 | -0,789 |
| Direct Effect | -0,406 | 0,038 | -0,386 | -10,799 | 0,000* | -0,48 | -0,332 |
| Indirect Effect | -0,444 | 0,034 | -0,422 | x | x | -0,512 | -0,377 |
| Modal: F=722,692 , p=0,000 , R ² =0,784 | | | | | | | |

* $p < 0.05$ there is a significant effect, $p > 0.05$ there is no significant effect; Process (n=2000; model 4)

The mediating role of Work Engagement in the effect of Dark Leadership on Psychological Contract is statistically significant ($p < 0.05$). In the model, Dark Leadership ($\beta = -.75$) has a statistically significant negative effect on Work Engagement ($p < 0.05$). Work Engagement ($\beta = .55$) has a statistically significant positive effect on Psychological Contract ($p < 0.05$). The total effect ($\beta = -.80$), direct effect ($\beta = -.38$), and indirect effect ($\beta = -.42$) of Dark Leadership on the Psychological Contract is statistically significant. The significance of the indirect effect indicates a mediating role. At the same time, VAF = .52 was calculated. Accordingly, Work Engagement has a (partial) mediating role in the effect of Dark Leadership on the Psychological Contract.

5.5. Moderation Analysis Results

Table 8 below presents the findings regarding the moderator role:

Table 8: The Moderating Role of the Organizational Structure Perception in the Effect of Dark Leadership on the Psychological Contract

| Tested Ways | B | Std Error | β | t | p | %95 B CI | |
|--|--------|-----------|---------|--------|---------------|----------|--------|
| | | | | | | Lower | Upper |
| DarkLeadership>PsychologicalContract | -0,459 | 0,075 | -0,436 | -6,093 | 0,000* | -0,607 | -0,311 |
| OrganizationalStructure>PsychologicalContract | 0,75 | 0,111 | 0,567 | 6,739 | 0,000* | 0,531 | 0,969 |
| Interaction4>PsychologicalContract | -0,007 | 0,002 | -0,217 | -2,926 | 0,004* | -0,012 | -0,002 |
| Modal: F=327,937 , p=0,000 , R ² =0,738 | | | | | | | |

$p < 0.05$ there is a significant effect, $p > 0.05$ there is no significant effect; Process (n=2000; model 1)

The moderating role of the Organizational Structure Perception in the effect of Dark Leadership on the Psychological Contract is statistically significant ($p < 0.05$). In the model, Dark Leadership ($\beta = -.43$) affects the Psychological Contract negatively, while Perception of Organizational Structure ($\beta = .56$) affects

the Psychological Contract positively ($p < 0.05$). The effect of the interaction term (DL*OS) is significant ($p < 0.05$). Accordingly, the Organizational Structure Perception has a moderating role in the effect of Dark Leadership on the Psychological Contract.

6. CONCLUSION

Due to the change in value judgments, forms of interpersonal relationships, communication styles, lifestyles and habits in society over time, it is possible to see behaviors such as unethical and dark types of attitudes that do not comply with moral and norm rules. Especially when leaders who determine organizational strategies and have an important position in organization, display the behaviors that described dark or unethical, have devastating consequences for the employee, the organization and society in a broader sense. The leader's ambition to gain status, money and power overrides facts such as empathy, honesty and justice, revealing the dark side of the leader. It is an inevitable fact that organizations work with such leaders, especially due to reasons such as the recruitment processes not being run correctly and effectively or the performance of the current leader not being closely monitored. It is a very serious problem to be able to manage behaviors such as arrogance, self-righteousness, lying, ignoring employees, and disregarding social rules, which we can define as dark behaviors, within the organization. This problem begins with negative behaviors reflected on employees, and in the future, it wears out employees physically and psychologically. In this regard, it is assumed that dark leadership behaviors are effective on the psychological contract, and work engagement has a mediating role in this relationship, that is, it helps to understand how and why this relationship occurs. In the last stage, it was analysed what moderating effect the mechanical or organic organizational structure has on the relationship between dark leadership behaviors and the psychological contract.

First of all, the effects of dark leadership perception on the psychological contract were analysed within the scope of the research. It was understood that dark leadership behaviors had a negative and significant effect on the psychological contract. In this context, it is possible to say that negative behaviors that reflect the dark sides of leadership negatively affect employees' material and moral ties with their jobs. The leader's oppressive, harassing and insincere behaviors negatively affect employees' expectations within the scope of the psychological contract. As a result, employees are reluctant to fulfill their obligations. This is a result that shows how important leader behaviors are in employee motivation, commitment and performance. It has been found that insincere, harassing and bullying leader behaviors, which are among the dark

leadership sub-dimensions, have a negative effect on the relational and transactional contract, which are the sub-dimensions of the psychological contract. It is understood that especially insincere and untrustworthy leader behaviors have a very strong negative impact on employees. This proves that in the leader-employee relationship, the parties seek consistency and transparency in each other's words and behaviors.

Within the scope of the research, the effects of the perception of dark leadership on employees' work engagement were discussed. It has been revealed that dark leadership behaviors have a significant and negative effect on work engagement. Accordingly, the leader's behavior is very decisive in whether the employee finds his/her job meaningful. It is possible to say that supportive leader behaviors positively affect employee dedication. Otherwise, leader behaviors such as coercive, oppressive, insincere and hypocritical lead to psychologically and physically devastating consequences on employees. In such a situation, it does not seem possible for the employee to put his job first, maintain his motivation and look to the future with hope. Since the dark aspects of the leader cause the employee to distance from the job, even if the employee is physically at work, he/she will not be there mentally.

Additionally, the effects of work engagement on the psychological contract have been analysed and it is understood that work engagement has a positive and significant effect on the psychological contract. Accordingly, it is concluded that the expectations and opinions of employees who are highly committed to work, that is, who give all their energy to their work and who fulfill their responsibilities passionately and enthusiastically, will have positive expectations and opinions within the scope of the psychological contract. Psychological contract is a type of contract that expresses what is invisible and unspoken between the employee and the business. In addition, the meanings that the parties attribute to the psychological contract may differ. Since employees with high work commitment focus on their job and look to the future with hope, their beliefs and expectations within the scope of the psychological contract will also be positive. He/she has a high belief that the employer will reward him for doing what is expected of him.

As the main hypothesis of the research, the mediating role of employees' work engagement in the effect of dark leadership behaviors on the psychological contract is discussed. It has been determined that work engagement has a mediating role in the effect of dark leadership behaviors on the psychological contract. The impact of dark leadership behaviors on the psychological contract is partially mediated through work engagement. Within the scope of the psychological contract, employee and employer have mutual obligations and

expectations. While dark leadership behaviors negatively affect the formation of the psychological contract, the employee's dedication to work partially affects the psychological contract. This shows that other factors may be taken roles in the negative effects of dark leadership behaviors on the psychological contract. At the same time, it is understood that insincere, harassing and tyrannical leadership behaviors have a stronger destructive effect than expected. As a result, in order to effectively manage the expectations and obligations between the employee and the employer within the scope of the psychological contract, leaders need to develop constructive and supportive behaviors, avoiding annoying, insincere and bullying behaviors. This case also positively affects work engagement. In an organization where work engagement is ensured, the employee within the scope of the psychological contract may be inclined to fulfill the obligations such as loyalty, honesty and qualified work. At the same time, the employer also has obligations towards the employee. The employer do not only provide an working environment, but also should improve the employee's knowledge and skills, and also satisfy the employee financially. However, although a constructive atmosphere has been created within the organization by using the positive results of dedication to work, it is not possible to completely eliminate the consequences of the leader's negative behavior. Therefore, leader behaviors are very effective in shaping and implementing the psychological contract, which is formed according to the belief expectations of the parties, which is not written or verbal. Work engagement may partially affect this relationship.

Finally, the moderating role of organizational structure in the effect of dark leadership behaviors on the psychological contract was analysed. The moderating role of perception of organizational structure in the effect of dark leadership on psychological contract was found to be significant. While examining the moderating role, it was first determined that dark leadership negatively affects the psychological contract. In other words, negative leader behaviors negatively affect the psychological contract consisting of unwritten expectations between employees and employers. So, mutual expectations of employees and employers decrease and a pessimistic perspective towards each other prevails. The perception of organizational structure has a moderating role in the relationship between dark leadership and psychological contract, affecting the strength of this relationship. The fact that the organizations which are controlled from a single center, have vertical hierarchy, and have long power distance, make increase the negative effect of dark leadership behaviors on the psychological contract. In other words, the impact of destructive behavior is felt more in a mechanical organizational structure. The analysis results indicate that the effect of organizational structure on this relationship is not very significant.

No empirical or theoretical research focusing on the same variables have been found in the literature. For this reason, it becomes difficult to compare research findings with previous studies. However, some conclusions were reached by examining studies conducted with variables similar to the concepts discussed in the research. Coşkuner and Şentürk (2017) found that abusive leadership behaviors had a negative effect on the perception of emotional and physical dedication to work. Since personality traits are decisive in the emergence of dark behaviors, it is thought that studies conducted with this concept will provide insight into the perception and effects of dark leadership. For example, in the study conducted by Miller (2017), a negative relationship was found between dark personality traits and productive work behaviors. It has been revealed by researchers that employees will be unhappy and unproductive because the manager's failure to fulfill obligations, not meet expectations, not keep promises, not meet needs, and inconsistency between discourse and actions will create the perception that the psychological contract has been violated (Roy & Konwar, 2019; Qaiser & Abid, 2022). Naktiyok, Zengin and Kayapılı (2019) found that the dark personalities of managers (narcissist, machiavellian, psychopathy) have a negative effect on work dedication. Işık and Kızıltuğ (2022) explained that the perception of dark leadership, insincere and bullying behavior dimensions negatively affect employee performance. Additionally, it was found out that the insincere, harassing and bullying leader behavior negatively affect job satisfaction (Erdal Üngör, 2021). It has been revealed that dark leadership has a negative effect on employees' task performance, general job performance and contextual performance (Moscoso & Salgado, 2004; Benson & Campbell, 2007). In short, the dark behaviors of the leader lead to negative attitudes and behaviors on employees (Turunç, 2010), and as a result, employees exhibit low performance (Ashforth, 1994; Ülbeği, Özgen & Özgen, 2014; Schyns & Schilling, 2013; Kılıç, 2019; Kılıç & Günsel, 2019) has been revealed by many studies. In the study conducted by Gerçek and Elmas Atay (2021), a significant and positive effect was found on the content and fulfillment of the psychological contract with the support the leader gives to her subordinate.

In the literature, there are researches revealing the relationship between organizational structure and job satisfaction, mostly indicating that as the degree of organicity of organizational structures increases, it will have positive effects on employees. Özcan (2010) revealed that there is a relationship between organizational structure and job satisfaction. Again, many studies support the fact that there is a strong relationship between leadership styles and the structure of the organization, and that organizational success will increase if an effective leadership style and a correct organizational structure are created. Taşgit and Sert

(2017) revealed the strength of this relationship between leader and organizational structure by examining the relationship of elements such as communication, centralization, division of labor, and distribution of authority according to different leadership styles. Aksoy (2020) concluded in his research that the organizational structure perceived by employees is related to their compatibility with the job and the organization, job satisfaction and job engagement levels, and that person-job and person-organization fit has a positive mediator role in the relationship between perceived organizational structure and job satisfaction and job engagement. Samah, Shamsuddin, Abd Rashid and Amlus (2019) found a significant effect of the functional organizational structure perceived by hotel employees on work engagement. Özaktürk's (2019) research found that organic structure was positively related to employees' adaptation levels. Likewise, in the research conducted by Kanten, P., Kanten, S. and Gurlek (2015) with hotel employees in Ankara, it was revealed that if employees perceive their organization as an organic organization, their level of work-related harmony increases. In the research of Yılmaz and Cerit (2023), a negative and moderately significant relationship was found between teacher leadership and mechanical school structure, and a positive and moderately significant relationship between teacher leadership and organic school structure.

It is believed that the research findings will provide various benefits to practitioners in terms of improving and developing the activities and managerial processes carried out in organizations. So much so that, according to the findings, the weary, insincere and tyrannical behaviors exhibited by the leader negatively affect the employee's perception of the psychological contract. It reduces the employee's material and moral expectations from his employer and makes the employee reluctant to fulfill his obligations. The decrease in work engagement, that is, the passionate and enthusiastic dedication of the employee to the job, is interrupted and the result of this also negatively affects the psychological contract. From this point on, it becomes clear that the selection and evaluation process of managerial positions in organizations is very important. The employee's dedication to work and the ability to correctly construct his/her beliefs and expectations about the employer are highly related to the leader's behavior. Therefore, it is necessary to use the right tools during the selection phase of managerial positions and interpret them by experts. At the same time, effectively managing the leader's performance and receiving feedback from employees during his time in the organization are among the issues that human resources units in organizations should pay attention to. Especially within the scope of talent management, it is recommended to implement management training and development programs such as coaching and mentoring within the organization

and to implement long-term leadership development programs. In addition, considering the leader's relationships with his subordinates, superiors and equals, operating feedback systems 360 degrees and sharing the results transparently with the leader is important for organizational and individual performance. While considering the relationship between the leader and the employee, it has been observed that elements of the organizational structure such as the flexibility of the organizational structure, hierarchical order, rules and the way of defining the rules do not have a very strong effect on this relationship. This reflects the fact that the most important figures regarding employee and organizational performance are managers and leaders.

Despite the originality and contributions of the research, it also has some limitations. First of all, the research covers hotels operating in the provinces of Istanbul, Ankara and Antalya. The study, which was limited to these provinces due to time and cost constraints, can be repeated by including wider geographies. Due to the high staff turnover rate, the tourism and hotel management sector was particularly preferred in this study. It is envisaged that high staff mobility provides a good basis for researching the concepts of leadership perception, work engagement and psychological contract. In future studies, more in-depth research can be conducted in sectors such as retail, textile and technology, which also have high personnel turnover rates. In addition, it is thought that repeating future studies in different sectors with other potentially relevant variables will enrich the literature. For example, the research can be deepened with relative variables such as psychological well-being, self-efficacy and job demands-job resources model. In addition, it will be useful to make comparisons with research conducted in different cultures and present different perspectives. Finally, a study in which work dedication, which is the mediating variable in the research model, and perception of organizational structure, which is the moderating variable, will be evaluated together, that is, a situational impact analysis will be useful. In this way, while the mediating role of work engagement in the effect of dark leadership perception on the psychological contract is investigated, how the moderating effect of the perception of organizational structure affects this relationship can be evaluated as a whole.

7. CONFLICT OF INTEREST STATEMENT

There is no conflict of interest between the authors.

8. FINANCIAL SUPPORT

No funding or support was used in this study.

9. AUTHOR CONTRIBUTIONS

JEÜ, OB: Idea
JEÜ: Design
OB: Supervision
JEÜ: Collecting and processing resources
JEÜ: Analysis and interpretation
JEÜ: Literature review
JEÜ: Writer
JEÜ, OB: Critical review

10. ETHICS COMMITTEE STATEMENT AND INTELLECTUAL PROPERTY COPYRIGHTS

While conducting the present study, all the rules within the scope of "Higher Education Institutions Scientific Research and Publication Ethics Directive" were obeyed and none of the "Actions Contrary to Scientific Research and Publication Ethics" were performed. Ethics committee principles were paid great attention in the study and necessary permissions were taken in accordance with the principles of intellectual property and copyright. The ethical evaluation was made by the Istanbul Commerce University Ethics Committee, and ethics committee approval was given with the decision document dated 06.10.2022 and numbered E-65836846-044-265384.

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