EXAMINING THE MEDIATING ROLE OF IMPRESSION MANAGEMENT IN THE RELATIONSHIP BETWEEN DEMOCRATIC, AUTOCRATIC, AND LAISSEZ-FAIRE LEADERSHIP STYLES AND CAREER SATISFACTION

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ABSTRACT

Management styles are effective on many issues in organizational processes. One of these effects is on employees. Employee behaviours and perceptions may differ according to management styles. Since researchers have paid little attention to the effect of management style perception on employee career satisfaction, this study aimed to extend previous studies by examining the mediation effect of impression management. In this study, the effect of management style perception (Democratic, Autocratic and Laissez-Faire) on employees' career satisfaction was investigated. In addition, the mediating role of impression management in this relationship was also examined. The research sample consisted of 365 white-collar employees working in the manufacturing sector in Düzce province. A survey technique was used to collect primary data. As a result of the research, it was determined that there were significant relationships between laissez-faire and democratic participatory management styles and career satisfaction and that impression management mediated this relationship.

Keywords: Career satisfaction, Impression management, Management style perception, Manufacturing sector.

1. INTRODUCTION

In today's competitive environment, businesses prefer new management styles to be the best with organizational goals, stand out, and manage their organizations more effectively and efficiently by having a respectable corporate identity. Good management of organizations realizes that the existence, success, and continuity of organizations consisting of human and non-human resources are in line with a common goal. Management style is the attitudes and behaviours emerging from the relations between the manager and the employees (Robbins and Coulter, 2003). Management styles can be shaped by the influence of the environment and individual characteristics (Ülgen and Mirze, 2014). By depending on the institution's values and taking into account the features of the employees, the managers can decide

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the right sorts for the system in which they will operate (Koçel, 2018). Managers and management have the most significant share in the success of organizations (Kippenberger, 2002). Management styles are vital in all processes inside and outside the organization. Directing employees to goals, improving relationships with customers, ensuring the effectiveness of business partnerships, and ensuring that the business achieves its goals by collaborating with other stakeholders can be achieved through the influence of management style. The management styles preferred by the managers create a good reputation for the organization by providing benefits in many areas, such as having qualified employees, increasing the performance and motivation of the employees, creating organizational commitment, ensuring satisfaction between employees and customers, and increasing the market share. On the other hand, a wrongly preferred management style causes negative situations and damages the corporate reputation. For this reason, managers should pay attention to the employees' compatibility with the management's goals.

Issues such as technological developments in the manufacturing sector, intense competition, effective coordination of employees, and increased productivity reveal the importance of management. The power of management ensures that environmental disruptions are minimized and eliminated. Impression management is an organizational phenomenon that significantly affects the good relations of employees with each other and their managers; it includes efforts to create a new image or change the old one (Bozeman and Kacmar, 1997). Impression management plays an essential role in developing human resources in businesses. For businesses to create and survive, employee behaviour should be closely monitored. Impression management affects employees' hiring decisions, performance evaluations, promotions, and other personnel activities. For example, since the images of the employees are essential for the organization, they affect the organizational success positively or negatively as well as their success. Thanks to the image created by the employees on the other side and their impression management behaviours, their career progress and organizational success are realized. These career advancements are essential for management and employees and provide satisfaction. Management styles have a decisive impact on employees' career satisfaction (Riaz and Haider, 2010). Career satisfaction is an individual's satisfaction with professional achievements (Greenhaus, Parasuraman and Wayne, 1990). Employees who want to attain their career objectives and be satisfied with the outcomes they have accomplished may try to create an impression about themselves in their managers. Impression management includes creating or replacing an old image (Bozeman and Kacmar, 1997). Employees can also experience a sense of satisfaction when they achieve their career goals by influencing managers with impression management tactics and creating a positive image. For this reason, impression management and career satisfaction are subjects that organizational psychology and organizational behaviour researchers have studied closely.

In this study, the concepts of management style perception (Kippenberger, 2002; Güçlü, 2003; Ciurea, 2005; Ülgen and Mirze, 2014; Koçel, 2018), impression management (Leary vand Kowalski,

1990; Rosenfeld, 1997; Bozeman and Kacmar, 1997; Bolino and Turnley, 2003; Basım, Tatar and Şahin, 2006), and career satisfaction (Greenhaus, Parasuraman and Wayne, 1990; Judge, Cable and Boudreau, 1995; Barnett and Bradley, 2007; Kang, Gatling and Kim, 2014) were examined within the scope of their relations with each other. The study first drew a conceptual framework by examining the relevant literature. Then, the perceived management styles, career satisfaction of the manufacturing sector employees, one of the sectors that are very important for the Turkish industry, and the mediating role of impression management in the relationship between these two concepts were investigated. Employees are assumed to try to influence their managers by exhibiting impression management behaviours to ensure career satisfaction. The scales in the research are used in the literature, and their validity and reliability studies were carried out. They were measured and analyzed on the employees in the manufacturing sector. The findings were interpreted and compared with previous studies, and the conclusion section was formed.

2. LITERATURE

This section presents a literature review of the basic concepts of the research: management style perception, impression management, and career satisfaction.

2.1. Management Style

Management style is the behaviour that emerges from the relations between the manager and the employees. In other words, it is the manager's attitude to achieve successful results. The management style depends on the manager's characteristics and environmental factors, and managers have unique behaviours (Guven, 2013). At the same time, management styles also carry general features related to the management of an organization. The perception of management style is evaluated in the literature in three dimensions: autocratic, democratic, and laissez-faire (Robbins and Coulter, 2003). A laissez-faire management style allows employees to set goals and make goals, plans and programs within the allocated resources (Bhatti et al., 2012). This management style can lead to success in organizations with talented and high-performing employees but may cause inefficiency in organizations with low-skilled employees (Eryeşil and İraz, 2017: 129-139). Employees in organizations that allow complete freedom become free individuals and reflect their performance best without experiencing any pressure. An autocratic management style is one in which the manager has power and decision-making authority. Autocratic managers try to simplify the work to gain control in the organization. While the manager interacts with the employees with instructions, obedience to the orders is necessary beyond getting the employee's opinions. (Brewer, Selden and Facer, 2000). Autocratic managers expect employees to follow their instructions without questioning and expect employees to have boundless confidence in themselves (Chukwusa, 2018). Participation and support are at the forefront of a democratic management style. This management style is essential for modern organizational structures. In a democratic management style, managers give importance to the employees' ideas and increase their

motivation by appreciating the successful employees (Marshall, 2012: 19). Managers provide voluntary cooperation by involving their employees more in the decision-making process (Shulhan, 2018).

2.2. Impression Management

It is known that employees use various methods to achieve their goals in business life, and impression management is one of them. The impression method emerged by Erving Goffman (1959:11) in his work named "The Presentation of Self Everyday Life" as the behaviours exhibited by the individual to influence the perceptions about himself. Impression management is a process in which people try to influence the impressions they leave on others or attempt to control the information conveyed to others and to influence their perception and behaviour (Leary and Kowalski, 1990: 34; Rosenfeld, Giacalone and Riordan, 1995: 4). Impression management takes place in the form of creating a new image and protecting or changing the existing image in the eyes of the target audience (Bozeman and Kacmar, 1997). Those who work to achieve this goal use impression management tactics such as trying to pity themselves, showing themselves as exemplary personnel, forcing their importance to be realized, owning their work, and promoting their qualifications (Bolino and Turnley, 1999). The individual who tries to hurt himself exhibits behaviours by asking for help, pleading, and begging. This behaviour is mainly used under heavy workloads or in situations that fail for any reason (Tatar, 2006, p.44). It is also impression management that the individual who wants to be loved, accepted, approved, and known as an exemplary staff strives to show himself and create a positive image constantly. On the other hand, this situation is an impression management tactic that makes a positive image of himself by introducing his qualities and trying to endear himself to others (Leary,1996: 54; Schütz, 1998: 614).

Impression management is the employee's attempt to demonstrate their qualities to the management to achieve their goals, but it is also open to abuse. The individual can sometimes use psychological and economic pressures to force himself to show that he is essential. In this way, he tries to convey that he can be dangerous when he does not get what he wants (Özdevecioğlu and Erdem, 2008, pp.44/ pp.33-54). Apart from that, trying to convey that an individual is a combative person who takes care of his job even in all difficult conditions is another impression management tactic (Basım, Tatar and Şahin, 2006: 1-14). Employees benefit from opportunities and are protected from possible dangers by influencing the people they communicate with the good impressions they create (Özan and Sayıcı, 2016). Those who need to control the senior management about their performance, those who want to show themselves as gifted and promote themselves, those who try to reduce their workload, in short, those who think that the management will not notice them, try to create a positive image about themselves with these impression tactics (Yıldırım and Özler 2020). There will also be people who try to behave as if they have qualities they don't have. For this reason, the perception of the manager of the employees will be significant. While some try to pretend they have qualities they do not have, the

perception of the manager that the managers will create in the employees is important in this regard (Hon and Gamor, 2022).

2.3. Career Satisfaction

Career satisfaction is individuals' positive psychological results, gains, or achievements from work experience. (Judge, Cable and Boudreau, 1995: 486). In other words, career satisfaction is the individual's awareness of career achievements and satisfaction with his career progress (Kang, Gatling and Kim, 2014: 72). Achieving professional success, achieving income-related goals, advancement in the profession, and acquiring new skills are significant in providing career satisfaction (Greenhaus, Parasuraman and Wayne, 1990). Employees are more satisfied with their careers when they have training opportunities related to their professional development and feel supported by their managers (Wickramasinghe and Jayaweera, 2010). Employees need to reach their income targets, and at the same time, peace in the work environment is significant for career satisfaction. (Özsoy, 2019: 309). The employees' success in business life causes their advancement (status, promotion) in the profession, increasing their career satisfaction (Demirdelen and Ulama, 2013). Apart from these, having the opportunity to work independently, taking responsibility, wage increases, and employment guarantees also provide career satisfaction (Hogan, Chamorro-Premuzic and Kaiser, 2013: 5). It is thought that providing honest, open-minded and constructive feedback about the trust of the employees in their managers and their performance will be beneficial for the career of the employees (Siebert, Martin and Bozic, 2016). In modern organizations, trust in manager-employee relations improves employee cooperation, impacting job performance and career satisfaction (Chong and Law, 2016; Hu, Yao and Zhang, 2021). While some factors that provide career satisfaction are related to having financial opportunities, the other part relates to using talents in the workplace. Many factors, such as work environment, management style, personality traits, and environmental factors, effectively provide career satisfaction (Zhou et al., 2021; Yurt and Bozkurt, 2022).

3. THEORETICAL FRAMEWORK AND HYPOTHESES

The model of the research is given in Figure 1. The general scanning model has been preferred in the study. The independent variable in the analysis is the perception of management style, the dependent variable is career satisfaction, and the mediator variable is impression management.

Figure 1. Research Model
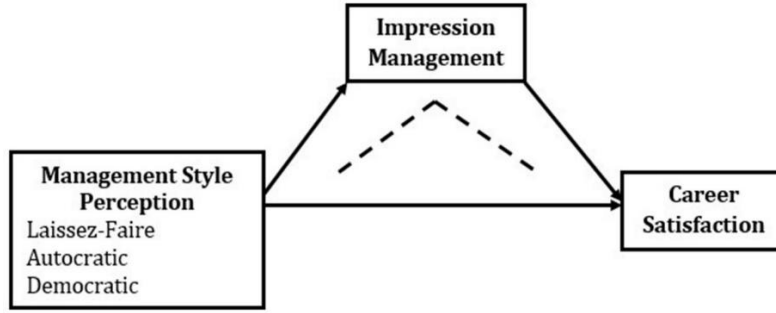
The theoretical basis of management style perception is based on the social exchange theory developed by Blau (1964). This theory was put forward to explain human behaviour in social exchanges. Social exchange theory is among the most influential conceptual paradigms for understanding employee behaviour (Cropanzano and Mitchell, 2005). The most basic principle of social exchange theory is the "norm of reciprocity." According to this principle, when a person is treated positively in social exchanges, this person is obliged to behave positively in return. Fair behaviour by managers will ensure the formation of positive work attitudes in employees. In this context, an employee who sees the manager as supportive will likely receive positive feedback. From this point on, it is thought that perceived management styles will affect employees' impression of management behaviours and career satisfaction.

Impression management occurs between at least two people, an actor and a spectator, as the employee tries to impress the other party about himself. The audience interprets the tactics they observe and reflects them into decision processes (Erhardt and Gibbs, 2014: 158). This actor-audience relationship usually occurs between business managers and subordinates (Barsness et al., 2005). Associates can determine impression management tactics according to the management style they perceive to gain the impression they want in managers' eyes. There may also be different impression management tactics for each management style (laissez-faire, autocratic and democratic). Jelloul (2023) states in his study that managers with a laissez-faire management style contribute little to decision-making processes, which makes them insufficient to guide and support their employees for the organisation's benefit. It has been stated that there is little interaction between managers and subordinates in this management style, and little importance is given to the skills of managers. Therefore, employees must reflect on themselves most accurately. Although rules, regulations and hierarchy based on expertise are critical in the autocratic management style, they require a different perspective at the micro level for the organization to be effective and efficient. It is vital to consider the cognitive processes (automatic and controlled) between managers and subordinates and determine their impact on managing impressions on managers (Schlenker and Pontari, 2000). Employees acquire autonomous behaviour when they have little conscious awareness of how they behave within the organization and how their managers evaluate them. Employees gain more control over their behaviour when they feel consciously

aware of how managers perceive and evaluate them. As a result of high states of conscious awareness, employees monitor and regulate their behaviour to avoid giving undesirable impressions and achieve a particular goal. In the democratic management style, managers include their subordinates in the management process, allow delegation of authority, and aim to motivate their associates by appreciating their achievements (Marshall, 2012: 19). Managers allow subordinates to present new ideas, trust their subordinates, encourage, motivate and reward their creative abilities (Maqsood et al., 2013: 140). In this way, associates can develop close relationships with managers and create the impression they want of them. This creates a working environment with more effective communication (Bucata and Rizescu, 2016: 162-163). This study assumed that there might be a relationship between laissez-faire, autocratic and democratic management styles and impression management, and hypotheses H1, H2 and H3 were created for this.

H1: "The perception of a laissez-faire management style in organizations affects employees' impression of management behaviours."

H2: "The perception of an autocratic management style in organizations affects the impression management behaviours of employees."

H3: "The perception of democratic management style in organizations affects the impression management behaviours of employees."

Jiang and Kline (2000) investigated the effect of managerial support on employees' career satisfaction and stated that there was a positive relationship between the two variables. Likewise, the study conducted by Mosadeghrad and Yarmohammadian (2006) and Riaz and Haider (2010) shows a significant relationship between management style and career satisfaction. Feeling that the employees are supported by the management, seeing that their success is appreciated, and thinking that their views are taken and considered necessary ensures their integration with the organizational goals. Employees who know they are supported are more attached to the organization and exhibit positive work behaviours (Cameron and Green, 2020). They avoid behaviours that will reduce the effectiveness and efficiency of the organization (Kurniawan and Anindita, 2021: 179). Zareen et al. (2015) examined the value and impact of the Laissez-faire leadership style on the motivation of banking sector employees, showing that this management style significantly positively impacts employee motivation. Skogstad et al. (2014), while determining the effect of management styles on employee behaviour, stated that the only predictor of employees' career satisfaction for two years was the laissez-faire management style. Hayers (2000) stated that employees with an autocratic management style are rarely allowed to participate in decision-making processes; they are put under pressure by harsh supervision and control, which causes stress in employees, and as a result, their career satisfaction is negatively affected. Idiegbeyan-ose (2018), in his research in private university libraries in the South-West region of Nigeria, examined the relationship between management styles and career satisfaction and said that the job satisfaction level of library staff

was low, and the reason for this was the autocratic management style applied. If managers have good relationships with employees and their tasks are structured, employees' effectiveness is high. Nanjundeswaras and Swamy (2014) stated that the democratic management style pays excellent attention to including all members of the organization in the discussion, and thus, working with a highly motivated team can increase career satisfaction. Bhatti et al. (2012) stated that the democratic management style will increase job satisfaction by including all employees in management and help develop employees' skills. They said that employees will feel they are in control of getting the desired promotion and will be motivated to work for more than just a financial reward.

For this reason, it is thought that the management styles (autocratic, laissez-faire and democratic) perceived by employees are decisive in meeting their career expectations. Based on this information in the literature, hypotheses H4, H5 and H6, which are thought to be a relationship between autocratic, laissez-faire and democratic management styles and career satisfaction, were created. Based on the theoretical arguments presented above, the following hypothesis is proposed:

H4: "The perception of a laissez-faire management style in organizations affects employees' career satisfaction."

H5: "The perception of an autocratic management style in organizations affects employees' career satisfaction."

H6: "The perception of a democratic management style in organizations affects employees' career satisfaction."

Judge and Bretz (1994) examined the effects of impression management tactics on managers and concluded that they affected managers' decision processes. It shows that employees who influence their managers through impression management tactics gain organizational gains such as wages, rewards and promotions (Feldman and Klich, 1991). It has also been found that impression management is related to employee career satisfaction. This study assumed that there might be a relationship between impression management variables and career satisfaction and hypothesis H7 was created.

H7: "Employees' impression management behaviours affect career satisfaction."

Jen-Cheng et al. (2014) investigated the effects of employees' impression management tactics on their career outcomes from a socio-analytical perspective. They found that employees who used these tactics had higher career satisfaction. It has been stated that employees who compliment their managers and behave like exemplary employees are more satisfied in their careers. In laissez-faire management, managers allow employees to decide on different organizational issues and solve problems (Glambek et al., 2018). While managers allow subordinates to take responsibility, they remain in the background and provide the resources and support necessary to set their goals (Ågotnes et al., 2018). In this management

style, in which employees take an active role, applying impression management behaviours is an important issue that needs to be developed at every stage of organizational success.

For this reason, an environment is created where employees can progress in their careers and organizational success. Budiasih et al. (2020) found a positive relationship between laissez-faire management style and career satisfaction. Van Vugt (2004), in his study on autocratic management style and group sustainability, states that management style affects group stability. In the autocratic management style, since there is a distance between employees and managers, it is not easy to develop an emotional reaction between them (De Cremer, 2006). For this reason, it is emphasized that the autocratic management style has a detrimental effect on organizational stability. Impression management tactics help employees achieve corporate and personal goals without creating a stressful environment. To survive in an oppressive environment, employees engage in behaviours such as complimenting, flattering, or agreeing with the manager's opinion, leading to high levels of impression management. In this way, it is thought that employees will progress in their careers by applying impression management tactics. Forret and Dougherty (2004) state that employees with a democratic management style gain psychological empowerment, and their job performance increases when they participate in decision-making. It is argued that employees with high job performance are more motivated to progress in their careers. These employees must develop positive psychology and resort to impression management tactics to have a good social environment and manage interpersonal relationships effectively. Wolff and Moser (2009) found that creating a social environment can help employees obtain more information about their career development and increase their career satisfaction. Employees achieve career satisfaction by becoming psychologically stronger to achieve their career goals. Employees' use of impression management tactics leads to positive career attitudes by increasing the benefits of the social environment to achieve career goals. Hypotheses H8, H9 and H10 were created assuming that impression management has a mediating role in the relationship between management style perception and career satisfaction.

H8: "Impression management mediates between employees' perception of laissez-faire management style and career satisfaction."

H9: "Impression management mediates between employees' perception of autocratic management style and career satisfaction."

H10: "Impression management mediates between employees' perception of democratic management style and career satisfaction."

4. METHODOLOGY

This section contains information about the scales, population, sample and confirmatory factor analysis.

4.1. Measures

Management Style: Terzi and Kurt's (2005) "Management Style Scale," consist of 28 statements and three dimensions, was used to determine the perception of the management style of the employees in the manufacturing sector. Dimensions in the scale are management style that provides laissez-faire, autocratic management style, and democratic management style. The reliability of this scale in the related study was found to be 0.66.

Impression management: The "Impression Management Scale" consist of 22 expressions, developed by Bolino and Turnley (1999) and adapted into Turkish by Basım, Tatar and Şahin (2006), was used for impression management to determine the efforts of the employees to create an impression on the other side. In the Basım, Tatar and Şahin (2006) study, the scale's reliability was 0.82.

Career satisfaction: The "Career Satisfaction Scale," consist of 5 statements, developed by Greenhaus, Parasuraman and Wayne (1990) and adapted into Turkish by Yüksel (2005), was used to measure the perceptions of employees about career satisfaction. The reliability of this scale in the related study was found to be 0.82. The scales used in the research are 5-point Likert scales, and the expressions of the scales are Rated as 1 "Never," 2 "Rarely," 3 "Sometimes," 4 "Mostly," 5 "Always." In addition, a personal information form was added to the measurement tool to determine the employees' demographic characteristics.

Approval was obtained from the Düzce University Ethics Committee to conduct the research with decision number 2020/45 on 13.03.2020. Research data were collected through face-to-face questionnaires applied to volunteer participants between August and October 2021.

4.2. Population and Sample

Düzce is a province that has started to develop in the manufacturing sector and is receiving new investments. The research universe was formed by 2000 people working in 11 businesses with less than 250 employees, considered SMEs according to KOSGEB criteria. A sample of 365 people was created from this universe by convenience sampling from the employees who agreed to participate in the research. The surveys were conducted face-to-face and with entirely voluntary participation. 78% of the respondents were male, and 22% were female. 65% are between the ages of 26-45, and their education is at the undergraduate level. 53% have worked in their current businesses for 6-10 years.

4.3. Data Analysis and Findings

A confirmatory factor analysis was conducted in a computer environment to determine the suitability of the research data for the research model. Confirmatory factor analysis was conducted in the research because the validity and reliability studies of the scales used for the variables that make up the research model (management style perception, impression management and career satisfaction) were conducted in previous studies. Discriminant and convergent validity were also investigated. Cronbach's Alpha value (α) and composite reliability value (CR) of the validated scales were calculated. Afterwards, the tests regarding the research hypotheses were analyzed using SPSS Process Macro (Hayes, 2018) software.

Normality tests were performed before proceeding to the analysis of the scales used in the research. The skewness and kurtosis values of the data were checked. The result of the normality test showed that the data followed the normal distribution. Kurtosis and skewness values range from -1.96 to +1.96, frequently used as predicted values for normal distribution in the literature. In addition, according to Tabachnick and Fidell (2012), when the kurtosis and skewness values are between -1.5 and +1.5, the data are considered to have a normal distribution. According to the normality test results for the data set, the kurtosis value of the perception of management style was 0.584; The skewness value was 0.413. The kurtosis value for impression management is 0.960, and the skewness value is 0.110. Finally, the kurtosis value of career satisfaction was -0.131, and the skewness value was 0.576. In addition, the histogram distributions indicate a normal distribution. According to the results of this analysis, it was seen that the data followed the normal distribution, and the use of parametric tests was correct in the statistical analyses to be made.

In the study, the construct validity test of the measurement tool, which included management style perception, impression management and career satisfaction latent variables and 55 observed variables, was conducted. In this context, management style perception was multi-factorial, and impression management and career satisfaction variables were subjected to single-factor confirmatory factor analysis. Since the data showed normal distribution, the maximum likelihood calculation method was used and the results are given in Table 1.

Table 1: Confirmatory Factor Analysis

Latent Variable	Observable Variable	Standardized Factor loading	Standard Error	t-value	P	CR	AVE
Laissez-Faire	LF1	0.712	0.085	11.558	***		
	LF2	0.684	0.081	16.330	***		
	LF3	0.309	0.076	13.330	***		
	LF4	0.693	0.105	12.121	***	0.901	0.504783
	LF5	0.761	0.092	11.336	***		
	LF6	0.790	0.101	10.421	***		
	LF7	0.618	0.128	11.263	***		
	LF8	0.690	0.132	14.555	***		
	LF9	0.714	0.120	12.324	***		
	LF10	0.719					
Autocratic	A11	0.695	0.151	10.556	***		
	A12	0.692	0.224	12.440	***		
	A13	0.768	0.158	11.895	***	0.914	0.514701
	A14	0.711	0.170	10.575	***		
	A15	0.704	0.162	11.785	***		
	A16	0.686	0.247	15.663	***		
	A17	0.741	0.223	14.002	***		
	A18	0.699	0.170	10.554	***		
	A19	0.691	0.276	10.442	***		
	A20	0.780					
Democratic	D21	0.288	0.051	11.877	***		
	D22	0.758	0.135	13.558	***		
	D23	0.667	0.128	12.441	***		
	D24	0.697	0.150	10.475	***		
	D25	0.674	0.144	12.890	***	0.881	0.514323
	D26	0.761	0.151	10.665	***		
	D27	0.738	0.124	14.036	***		
	D28	0.719					
Impression Management	IM29	0.766	0.086	12.086	***		
	IM30	0.680	0.087	11.963	***		
	IM31	0.752	0.095	11.886	***		
	IM32	0.731	0.106	11.023	***		
	IM33	0.708					
	IM34	0.697	0.136	13.056	***		
	IM35	0.345	0.092	12.988	***		
	IM36	0.692	0.115	13.966	***		
	IM37	0.686	0.105	12.036	***		
	IM38	0.741	0.125	11.988	***		
	IM39	0.678					
	IM40	0.685	0.141	12.233	***	0.956	0.511590
	IM41	0.691	0.130	12.245	***		
	IM42	0.698	0.109	11.097	***		
	IM43	0.729	0.110	10.888	***		
	IM44	0.735					
	IM45	0.698	0.093	11.785	***		
	IM46	0.720	0.060	11.964	***		
	IM47	0.779					
	IM48	0.702	0.058	13.854	***		
	IM49	0.723	0.159	13.447	***		
	IM50	0.718					
Career Satisfaction	CS51	0.569	0.072	14.454	***		
	CS52	0.673	0.075	13.456	***		
	CS53	0.797				0.858	0.554273
	CS54	0.921	0.069	12.781	***		
	CS55	0.715	0.062	12.532	***		

According to the CFA results, it was determined that the values in the model gave significant developments at the 0.01 level. In the literature, when the factor loadings of the statements related to CFA are taken into consideration, it is stated that the factor loadings above 0.70 are high and the factor loadings below 0.30 are low (weak) (Distefano and Hess, 2005: 237). Since the statement loadings were unsuitable for confirmatory factor analysis, the statements LF3, DK21 and IM35 were removed from the scale. The connection established between two variables with high modification index (MI) values will cause the Chi-square value to decrease and make the model more compatible (Jöreskog and Sörbom, 1993). By improving the model, variables that reduce fit were identified, and new covariances were created for those with high covariance between residual values (LF: e1-e4; e5-e8, A: e11-e17, D: e20-e22, IM: e7-e12; e17-e19, CS: e1-e5; e2-e4; e4-e5). This covariance between the error terms represents the measurement error and may arise from the respondents' characteristics or the statements themselves (Aish, A. M., and Jöreskog, K. G. 1990). The fit index values as a result of CFA are CMIN/df= 2.6142, RMSEA= 0.071, NFI= 0.912, CFI= 0.937, GFI= 0.918, CMIN= 329.139. When these results are evaluated, the measurement model used in the research provides the necessary harmony with the data (Hair et al., 2010; Pituch and Stevens, 2015). According to these findings, the structural model is in an appropriate position. If the average explained variance (AVE) value is more significant than 0.50 and the construct reliability (CR) is 0.70 or higher, it indicates that the measurement tools used are highly reliable (Fornell and Larcker, 1981; et al. Faiz and Uludağ, 2019). : 998). When Table 1 is evaluated, it can be seen that the scales used are reliable.

Table 2: Construct Reliability, Discriminant Validity and Convergent Validity

Construct	Cronba. Alpha	CR	Convergent Validity		Divergent Validity		IM	CS
			AVE	$\sqrt{AVE}$	MSV	ASV		
LF	.606	0.901	0.504783	0.710	0.184	0.162	0.430** (0.184)	-0.058
A	.611	0.914	0.514701	0.717	0.123	0.119	0.351** (0.123)	0.043
D	.701	0.881	0.514323	0.717	0.176	0.101	-0.164** (0.026)	0.420** (0.176)
IM	.791	0.956	0.511590	0.715	0.184	0.086		0.109* (0.011)
CS	.852	0.858	0.554273	0.744	0.176	0.094	0.109* (0,011)	

Note: CR: Construct Reliability; AVE: Average Variance Extra; MSV: Maximum Shared Variance; ASV: Average Shared Variance, LF: Laissez-Faire Management Style; A: Autocratic Management Style; D: Democratic Management Style; IM: Impression Management; CS: Career Satisfaction, (** P< 0.01, * P < 0.05).

As a result of the reliability analysis of the scales, it is seen that Cronbach's Alpha coefficients are above 0.60 and that the scales with these values are reliable (Cohen et al., 2007: 506). For the construct validity of the variables in the structural model, it is necessary to determine the convergent and discriminant validity (Zait and Bertea, 2011: 218). AVE values must be higher than 0.50 to ensure convergent validity (Hair et al., 2010). For a discriminant fact, the squares of the correlations between the variables should be smaller than the AVE values for each dimension (Fornell and Larcker, 1981). In

this context, as seen from Table 2 data, the convergence and discriminant validity conditions required for construct validity have been met. Two new values must be calculated to ensure divergent validity in the structural model. The MSV value is the "Maximum Shared Variance Squared" and the square of the maximum variance a factor shares with other factors. The ASV value is the "Average of the Square of the Shared Variance" and is obtained by dividing the sum of the squares of the variance of a factor shared with other factors by the number of shared variances. To discuss divergent validity, MSV<AVE, The conditions must be met that the square root of ASV<MSV and AVE are more significant than the correlation between factors (Hair et al., 2019). According to the values in Table 2, the MSV and ASV values of all structures in the CFA result are lower than the AVE scores in terms of divergent validity. Therefore, good discriminant validity has been established, or all constructs are discrete.

5. RESULTS

5.1. Correlations of Variables

In the study, Pearson Correlation analysis was performed to determine the strength and direction of the relationship between the variables. The correlation analysis table, where the relationships between the variables in the research are examined, is given in Table 3, as well as the means and standard deviation of the variables.

Table 3: Descriptive Statistics, Correlations and Reliabilities

	Mean	Sd.	1.	2.	3.	4.	5.
1. Laissez-Faire	2,47	,571	1				
2. Autocratic	2,68	,491	,322**	1			
3. Democratic	2,95	,736	-,448**	-,339**	1		
4. Impression Management	2,32	,561	,430**	,351**	-,164**	1	
5. Career Satisfaction	2,68	,937	-,058	,043	,420**	,109*	1

** P< 0.01, * P < 0.05

When the correlations between the variables in Table 3 are examined, it is seen that there are generally low-level relations. It has been determined that the management laissez-faire and autocratic style have positive, weak, and significant concerns with the impression management variable. In the democratic management style, on the other hand, the impression management variable is negative and weak, but there seems to be a significant relationship. While it has been determined that the career satisfaction variable has a positive, weak, and essential relationship with the democratic management style, it is seen that the relations with the autocratic management style that allows laissez-faire is meaningless. It has been determined that there is a positive, weak, and significant relationship between career satisfaction and impression management variables. While the employees' perceptions of a democratic management style are at the highest level, the perceptions of a management style that allows laissez-faire are at the lowest. It was determined that the employees' impression management is at a low level, and their career satisfaction is at a medium level.

5.2. Testing Research Hypotheses

In the literature, the mediation relationship is generally constructed on the three-stage approach proposed by Baron and Kenny (1986). In recent studies, it has been revealed that some of the conditions sought within the scope of this approach are statistically insufficient, and the Sobel test, which addresses the significance of the mediation effect, is a low-reliability test method (Darlington and Hayes, 2017; Fritz and MacKinnon, 2007). In addition, it has been stated that using expressions such as complete or partial mediation in studies on the mediation relationship is not theoretically valid (Gürbüz and Bayık, 2018). Instead, it is emphasized that the results should be interpreted based on the direct effect, indirect effect and total effect values in the constructed mediation model (Celik, 2022). It was decided that the re/derivative sampling (bootstrapping) method should be used to determine the statistical significance of the data (Preacher and Hayes, 2004). The SPSS Process Macro application that Hayes (2018) developed was used to identify the relationships in the research model. SPSS Process Macro is a current statistical program that presents the mediator, indirect and total effects in understandable and practical tables based on linear regression analysis. The program decides on the test hypothesis's significance within the confidence intervals determined by the bootstrap (derivative/re-sampling) technique. This method used in mediation models reveals more valid and reliable results (Preacher and Hayes, 2008). If the value range in the confidence interval (BootLLCI and BootULCI) obtained from the program does not include zero, the indirect effect in the analysis result is considered statistically significant. Model 4, created by Hayes (2018), was selected to test the mediator effect. The impact of the sub-dimensions of the management style (laissez-faire, autocratic and democratic participatory), which is the independent variable of the research, on the dependent variable, impression management, was tested with regression analysis. The results are given in Table 4.

Table 4: The Effect of Management Style (Laissez-Faire, Autocratic and Democratic Participatory) Perception on Impression Management

	Regression Coefficients						Model Summary	
	Std. β	**se**	**t**	**p**	**LLCI**	**ULCI**	**R²**	**p**
LF→IM	.174	.095	2.820	.000	.214	.361	.342	.000
A→IM	.046	.107	3.430	.000	.464	.656	.421	.000
D→IM	-.566	.061	9.289	.000	.446	.686	.296	.000

When the findings in Table 4 are examined, it was determined that the laissez-faire management style positively affected impression management (Std. β: .174). It is seen that the statistical significance value of the tested path is at the level of (p: .000), and the confidence interval values are between (LLCI: .214 and ULCI: .361) and do not cover the value "0". Additionally, it was determined that the laissez-faire management style explained the change in impression management by 34% at the significance level (p: .000). According to these results, hypothesis H1 is supported. It has been found that the autocratic management style has a positive effect on impression management (Std. β: .046). It is seen that the statistical significance value of the tested path is at the level of (p: .000), and the confidence

interval values are between (LLCI: .464 and ULCI: .656) and do not cover the value "0". In addition, it was found that the autocratic management style explained the change in impression management at a significance level of 42% (p: .000). According to these results, hypothesis H2 is supported. It was found that the democratic, participatory management style has a negative effect on impression management (Std. β: -.566). It is seen that the statistical significance value of the tested path is at the level of (p: .000), the confidence interval values are between (LLCI: .446 and ULCI: .686) and do not include the value "0". In addition, it was found that the democratic, participatory management style explained the change in impression management at a significance level of 30% (p: .000). According to these results, hypothesis H3 is supported.

Table 5: The Effect of Management Style Perception (Laissez-Faire, Autocratic and Democratic Participatory) and Impression Management on Career Satisfaction

	Regression Coefficients						Model Summary	
	Std. β	**se**	**t**	**p**	**LLCI**	**ULCI**	**R²**	**p**
LF→CS (Direct effect)	-.437	.047	1.92	.056	-.341	.524	.391	.000
A→CS (Direct effect)	-.350	.057	1.~~711~~187	.236	-.291	.514	.322	.000
D→CS (Direct effect)	.180	.040	1.~~82~~472	.142	-.216	.460	.332	.000
IM→CS	.156	.048	5.345	.000	.322	.586	.353	.000

When the findings in Table 5 are examined, it is found that when the effects of laissez-faire management style and impression management on career satisfaction are tested together, the effect of laissez-faire management style on career satisfaction is insignificant (p: .056). It is seen that the confidence interval values of the tested path are at the level of (LLCI: .-341 and ULCI: .524) and cover the value of "0". When the effects of autocratic management style and impression management on career satisfaction are tested together, the effect of autocratic management style on career satisfaction is insignificant (p: 236). It is seen that the confidence interval values of the tested path are at the level of (LLCI: -.291 and ULCI: .514) and cover the value of "0". When the effects of democratic participatory and impression management on career satisfaction are tested together, the effect of the democratic participatory management style on career satisfaction is insignificant (p: 142). It is seen that the confidence interval values of the tested path are at the level of (LLCI: -.216 and ULCI: .460) and cover the value of "0". It was determined that the effect of impression management on career satisfaction is positive (Std. β: .156) and significant (p: .000). It is seen that the confidence interval values of the tested path are at the level of (LLCI: .322 and ULCI: .586) and do not cover the value of "0". In addition, impression management explains the change in career satisfaction at a significance level of 35% (p: .000). According to these results, the H7 hypothesis is supported.

In the research, the effect of the independent variable management style perception (laissez-faire, autocratic and democratic participatory) on the dependent variable career satisfaction (total effect) was

tested in a model where impression management was not a mediator variable. The findings of the obtained results are given in Table 6.

Table 6. The Total Effect of Management Style Perception (Laissez-Faire, Autocratic, and Democratic Participatory) on Career Satisfaction

	Regression Coefficients						Model Summary	
	Std. β	se	t	p	LLCI	ULCI	R²	p
LF→CS (Total effect)	.096	.086	11.12	.000	.174	.265	.321	.000
A→CS (Total effect)	-.082	.102	~~1.819~~0.820	.413	-.115	.279	.228	.000
D→CS (Total effect)	.534	.061	8.805	.000	.415	.653	.420	.000

According to the findings in Table 6, in a model without a mediator variable, it is seen that the laissez-faire management style has a positive (Std. β: .096) and significant effect at (p: .000) level on career satisfaction. It is seen that the confidence interval values of the tested path are between (LLCI: .174 and ULCI: .265) and do not include the value "0". In addition, it was found that the laissez-faire management style explained the change in career satisfaction at a significance level of 32% (p: .000). According to these results, hypothesis H4 is supported. When the effect of autocratic management style on career satisfaction is tested together, impression management has a negative (Std. β: -.082) and insignificant effect at (p: .413) level on career satisfaction. According to these results, hypothesis H5 is rejected. It is seen that the democratic, participatory management style has a positive (Std. β: .534) and significant effect on career satisfaction at (p: .000) level. It is seen that the confidence interval values of the tested path are between (LLCI: .415 and ULCI: .653) and do not include the value of "0". In addition, it was found that a democratic, participatory management style explained the change in career satisfaction at a significance level of 42% (p: .000). According to these results, the H6 hypothesis is supported.

In the study, the mediating role of impression management in the effect of management style perception (full laissez-faire, autocratic and democratic participatory) on career satisfaction was tested. The indirect effect result was examined to test the mediating effect. The bootstrapping method was applied by selecting a 95% confidence interval and 5000 bootstrap number via the SPSS Process Macro application to determine the statistical significance of the determined indirect effects. The results of the analysis are given in Table 7.

Table 7. The Mediating Role of Impression Management in the Effect of Management Style Perception (Laissez-Faire, Autocratic and Democratic Participatory) on Career Satisfaction.

	Indirect effect	BootSE	BootLLCI	BootULCI
LF→IM→CS (Indirect effect)	.027	.056	.036	.186
A→IM→CS (Indirect effect)	.007	.045	-.149	.132
D→IM→CS (Indirect effect)	-.088	.019	.077	.233

According to the findings in Table 7, it was found that impression management has a mediating effect on the effect of a fully laissez-faire management style on career satisfaction. The indirect effect was at the level of (Std. β: .027). The indirect effect was tested with the bootstrapping method, and it was found that the confidence interval values were between (BootLLCI: .036 and BootULCI: .186) and did not include the value "0". According to these results, hypothesis H8 is supported. It was found that impression management does not mediate the effect of an autocratic management style on career satisfaction. The indirect effect was tested with the bootstrapping method, and it was found that the confidence interval values included the value "0". According to these results, hypothesis H9 was rejected. It was found that impression management has a mediating effect on the effect of the democratic, participatory management style on career satisfaction. The indirect effect was at the level of (Std. β: .088). The indirect effect was tested with the bootstrapping method, and it was seen that (BootLLCI: .077 and BootULCI: .233) the confidence interval values did not include the value "0". According to these results, the H10 hypothesis is supported. The results of the hypotheses in the research model are presented in Table 8.

Table 8: Hypothesis Tests

Research Hypotheses	Result
H1 : LF→IM	Supported
H2 : A→IM	Supported
H3 : D→IM	Supported
H4 : LF→CS	Supported
H5 : A→CS	Not Supported
H6 : D→CS	Supported
H7 : IM→CS	Supported
H8 : LF→IM→CS	Supported
H9 : A→IM→CS	Not Supported
H10 : D→IM→CS	Supported

Note: LF: Laissez-Faire Management Style; A: Autocratic Management Style; D: Democratic Management Style; CS: Career Satisfaction; IM: Impression Management.

6. CONCLUSION AND DISCUSSION

Management styles are a subject that has a determining effect on many processes in business environments. One point is how employees form an impression about themselves by influencing the other party. Apart from this, management styles can also affect employees' career satisfaction. This study examined the relationship between management styles and career satisfaction and the use of

impression management tactics by employees depending on their perceived management styles. The mediating effect of impression management between management style and career satisfaction was also discussed. Management style is considered to have three dimensions (laissez-faire, autocratic, and democratic). While the tendency of employees participating in the study to perceive a democratic management style has the highest average, the perception of a management style that allows laissez-faire is the variable with the lowest average. It was observed that employees in the production sector have a medium level of career satisfaction and a low tendency to use impression management tactics. The individuals in the sample generally stated that they are managed with a democratic management style, do not use impression management tactics frequently and are moderately satisfied with their careers. Similar results are observed in different sectors. Al-Ababneh and Lockwood (2010) stated that employees in tourism businesses mainly adopt democratic management styles and that there is a relationship between management styles and career satisfaction. Similarly, Kiboss and Jemiryott (2014) revealed that a democratic management style is more adopted in the education sector due to the working atmosphere in schools and that it significantly affects teachers' career satisfaction.

The study determined that one of the sub-dimensions of the management style perception variable, the fully permissive and autocratic management style, has a positive and significant effect on impression management. Accordingly, hypotheses H1 and H2 were supported. It was seen that the democratic, participatory management style negatively and significantly affected impression management and hypothesis H3 was supported. It was determined that employees who perceived a fully permissive and autocratic management style tended to use impression management tactics. On the other hand, those who perceive a democratic management style do not prefer to use impression management tactics. While employees who perceive a fully permissive and autocratic management style can reach their goals and achieve something by influencing others, those who perceive a democratic, participatory management style do not need to control the management.

While the perception of a laissez-faire management style negatively and significantly affects career satisfaction, a democratic, participatory management style positively and substantially affects career satisfaction. Thus, hypotheses H4 and H6 were supported. It was concluded that an autocratic management style does not affect career satisfaction and hypothesis H5 was rejected. While the perception of career satisfaction among employees with a comprehensive laissez-faire management style decreases, it is seen that the perception of career satisfaction among employees with a democratic management style increases. This result shows that career satisfaction will increase in managements that support employees to participate in management and have a say in their work. Considering that an individual who is satisfied with their career will continue their long-term cooperation with the company and increase their contribution to the organization, it becomes necessary for the style of managers to be determined in a participatory manner. On the other hand, Skogstad et al. (2014), while evaluating the effect of management styles on employee behaviours on short- and long-term employees according to

working hours, stated that the only predictor of employees' career satisfaction is the free market management style.

According to Orhun and Meriç (2020), people increase their self-confidence by trying new things and thus, their motivation increases. Therefore, the career motivation of employees who do what they are told and have a say in their work will increase even more. On the other hand, employees' career satisfaction in managements that allow laissez-faire decreases. In addition to having talented employees, organizations must also ensure that these talents are used for the organization. This shows that environments without supportive relationships negatively affect employee loyalty and productivity. At this point, it should not be ignored that democratic management styles will produce positive results. Barnett and Bradley (2007) and Jiang and Kline (2000) investigated the effect of managerial support on employees' career satisfaction and found a positive relationship between the two variables.

Similarly, in the study conducted by Riaz and Haider (2010), it is seen that there is a significant relationship between management style and career satisfaction. In the survey conducted by Güllüce, Bozkurt and Meriç (2017), it was concluded that the managerial style based on acceptable behaviours increases the motivation of employees and supports entrepreneurial behaviours within the organization. According to the results of this study conducted in the service sector, managers need the innovative abilities of employees to ensure corporate success. To ensure the emergence of these abilities, the authority and responsibilities of employees should be increased with a participatory approach.

It was determined that the impression management variable positively and significantly affected career satisfaction, and the H7 hypothesis was accepted. In the context of a career, Judge and Bretz (1994) stated in their studies that impression management tactics were positively related to management style. In the same research, impression management effectively ensured advancement, promotion and salary increase in business life. According to the research of Feldman and Klich (1991: 68), employees need to create the impression that they can succeed in a job or make the image that they can be promoted. To achieve this, impression management tactics are used to influence management, and when they are successful, their career satisfaction increases. Based on the results of this research, it was seen that democratic management is essential to prevent impression management tactics that will disrupt interpersonal relationships and negatively affect the solidarity environment in organizations. Managers' autocratic or laissez-faire styles affect employees' impression-making tactics to show themselves to management and influence management. Employees who control and manage them by constantly maintaining command or completely abandoning and supporting them may also resort to various manoeuvres to achieve their goals. This situation may disturb the peace of the organizational environment, and as a result, organizational success may be negatively affected.

The analyses measuring the mediation relationship determined that the laissez-faire management style and the democratic, participatory management style affected career satisfaction through impression

management, and hypotheses H8 and H10 were supported. It was concluded that there was no mediation relationship between autocratic management style and career satisfaction through impression management, and hypothesis H9 was rejected.

It has been observed that employees with a fully liberal and democratic participatory management style perception influence their managers by using impression management tactics. In the study conducted by Leary (1996), it was concluded that employees get more salary increases by making themselves noticed, creating the impression of being a successful person in every job, and influencing the management. It can be seen that employees are satisfied with their careers due to the effect of their management style, and they can also achieve career satisfaction with the impression management they use to influence the management. In the sample where the study was conducted, it was observed that those who use impression management influence the management and, therefore, achieve their career goals and are satisfied. This situation shows that adequately managed impression management tactics will positively affect career satisfaction. It is possible to say that impression management, which talented employees use to achieve the success of the management, will have positive effects in this context. Apart from this, the negative effect that individuals with low organizational success will create in the organizational environment when they try to attract the management's attention by making an impression should not be ignored. Unfair practices perceived by talented employees will reduce their commitment to the company and increase the labour turnover rate. In the study conducted by Bozkurt and Ercan (2019), it was concluded that the decision-making styles of managers in organizational processes affect employees' commitment. In the same study, it was assumed that the participatory styles of managers positively affect responsibility.

Understanding, interpreting, and directing human behaviours in organizational environments using the correct methods is important for the organization and the individual to achieve their goals. The primary goal of organizations is to help employees reach their continuity goals. Impression management tactics used to achieve one of these career goals can positively and negatively affect the organizational environment. Management styles will be of great importance in the emergence and management of implicit and explicit destructive behaviours such as unrest, conflict, intimidation, insecurity, harming the workplace, and harming colleagues in the work environment. In this context, managers should determine clear policies when determining and planning career paths and take measures to prevent unfair competition among employees. In the study conducted by Yirmibeşoğlu and Bozkurt (2018) on white-collar employees in the manufacturing sector, it was concluded that establishing management styles that consider employees' differences in the organizational environment increases the career adaptability of employees. Management needs to operate a process in which real work success is used to evaluate employees' work success and advance their career paths. Organizational activities must be carried out more meticulously to avoid creating management gaps that allow employees to behave as if they have nonexistent or inadequate qualifications.

LIMITATIONS AND FUTURE RESEARCH

The most significant limitation of the research is that it was conducted within the scope of SMEs operating in the manufacturing sector in Düzce. In addition, as data collection coincides with the COVID-19 epidemic, it takes a long time to collect data with surveys, and the sample size is restricted to 365 people. It is advised that the number of samples be increased in future studies. In addition, it is expected that handling the subject in longitudinal studies will contribute to the research results. It can also be recommended that the research results be compared by conducting this research in different sectors (finance and banking, education, health, tourism, etc.).

Conflict of Interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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