

## EXAMINATION OF THE EFFECTS OF DESPOTIC LEADERSHIP AND STRATEGIC HUMAN RESOURCES MANAGEMENT ON THE EMPLOYEES IN THE BUSINESS WORLD

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### ABSTRACT

*The purpose of this study is to contribute to the literature by examining the relationships between employees' intentions to leave work, their level of job satisfaction and the despotic leadership and strategic human resource management. The leadership style of the managers and the human resources policies of the organization shape the future of the organisations. The sample of our study consist of 322 white-collar employees working in the private and public sector in Central Anatolia. Our data was subjected to factor and reliability analyses by IBM SPSS 23 program, our hypotheses were tested by regression analysis and the results were analysed and evaluated. The efforts to keep employee turnovers at minimum levels are directly proportional with the employee satisfaction and their willingness to stay in the organisations. An increase in the employment turnover rate can cause a decrease in the performance of the organisations and makes employee trainings ineffective.*

**Keywords:** *Despotic Leadership, Job Satisfaction, Intention to Leave, Strategic Human Resource Management*

**JEL Codes:** *O15, M12, J28*

## DESPOTİK LİDERLİĞİN VE STRATJİK İNSAN KAYNAKLARI YÖNETİMİNİN İŞ HAYATINDA ÇALIŞANLAR ÜZERİNDEKİ ETKİLERİNİN İNCELENMESİ

### ÖZET

*Bu arařtırmanın amacı, çalışanların işten ayrılma niyetleriyle birlikte iş memnuniyetini etkileyen liderlik rolü (despotik liderlik) ve stratejik insan kaynakları yönetimiyle aralarındaki ilişkilerin incelenerek literatüre katkıda bulunmaktır. Yöneticilerin sahip oldukları liderlik tarzı ve kurumda belirlenen insan kaynakları politikaları kurumun geleceğini şekillendirmektedir. Bu alanlarda yapılacak çalışmalar sayesinde kurumlarda üst düzey yöneticilerin alacakları kararlarda ve liderlik rollerinin ortaya konmasına katkıda bulunulması önem arz etmektedir. Çalışmamızın örneklem kitlesini İç Anadolu bölgesin bulunan özel ve kamu sektöründeki 322 beyaz yakalı oluşturmaktadır. Elde ettiğimiz buldular IBM SPSS 23 programında faktör ve güvenirlik analizleri yapıldıktan sonra regresyon analizleriyle hipotezlerimiz test edilmiş ve elde edilen sonuçların analizleri yapılarak değerlendirilmiştir. Kurumlarda yaşanan çalışan devir oranının minimum seviyede tutulma çabası, çalışanların*

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*memnuniyetine ve kurumda kalma istekleriyle doğru orantılıdır. Kurumlarda yaşanan iş devir oranındaki artış aynı zamanda kurumun performansında düşüşe sebep olabilmekte, çalışanlara verilen eğitimlerin sonuçsuz kalmasına sebep olabilmektedir lease” in our country. For this reason, various regulations are being implemented in our country in order to increase sukuk applications. Especially, in this study, the functioning, evaluation and accounting of musharaka sukuk and mudaraba sukuk in terms of our country are taken into consideration.*

**Anahtar Kelimeler:** *Despotik Liderlik, İş Memnuniyeti, İşten Ayrılma Niyeti, Stratejik İnsan Kaynakları Yönetimi*

**JEL Codes:** *O15, M12, J28.*

## 1. INTRODUCTION

Despotic leaders' roles contradict with the ethical principles, therefore, the followers of these leaders demonstrate negative attitudes and behaviours towards their organisation and show low level job performance. Because despotic leaders use their positions and authorities to achieve their own goals, the followers of such leaders react by making less sacrifices for the organization or individuals (Kanungo, 2001). In contrast to this leadership style, Strategic Human Resources Management follows different path which aims to attract the most talented people with a wide range of skills and talents and with a willingness to work, in order to add value to the organisation. Various procedures are applied to attract talented employees and make them join the organisation in recruitment and selection programs (Barney, 1991). From a theoretical perspective, the intention to leave represents an employee's negative attitude and his /her stronger desire to leave the organisation (Sager et al., 1998). Vyrost and Slamenik (1998) state that job satisfaction is related to the commitment to the organization and displayed in attitudes and behaviours of the employees. Despotic leaders focus on their personal interests, behave in deceptive or socially unaccepted ways, and they can also involve in fraudulent and morally incorrect activities for their self-benefits and work against the legitimate interests of organizations (Aronson, 2001).

If we consider the impact area of the leadership styles, despotic leadership is interesting and useful structure to explore the most destructive effects of leadership in the organisation and the reflection of these harmful aspects on the employees (ie, business performance, employee behaviour and creativity). The emphasis of strategic factor in the vast majority of the studies in this field is based on the assumptions about the superiority of the strategy, but also about the rationalistic interpretation of the strategy in the field of Human Resource Management (HRM), which was subject to several criticisms (Lenz and Lyles, 1985). The studies assumes that Strategic Human Resource Management (SHRM) is linked to the organizational performance. Although, the literature suggests that both HRM (Human Resources Management) and SHRM (Strategic Human Resources Management) are related to the performance, it is also understood that there is not sufficient empirical evaluation or theoretical base for

these assumptions (Guest, 1997). For this reason, it is necessary to contribute to literature in terms of both qualitative and quantitative research by examining the relations between different leadership styles and SHRM. Indeed, it can be argued that researchers have a tendency to underline the challenges associated with tracking the implementation of SHRM policies in the organizations. The emphasis on strategic alignment, which dominates the majority of the work in this area, is based not only on the superiority of the strategy, but also on assumptions about rationalist interpretation of the strategy, which was highly criticized in the field of HRM (Kamoche, 1994). To summarize, many researchers argue that SHRM is directly related to organizational performance and high-performing business organizations adopt specific HRM policies and pay attention to link them to their organizational strategies. However, despite the increase in the popularity of SHRM, there has been little systematic evaluation of the assumptions that it is linked to performance, and doubts remain on the theoretical foundations.

## **2. THEORETICAL FRAMEWORK**

### **2.1. Despotic Leadership**

As a starting point, it is useful to define what behaviours constitute despotic leadership and to identify similarities and differences between despotic leadership and other negative leadership styles. Under the negative leadership umbrella, there are a few terminologies that define despotic leadership and share some conceptual similarities. Despotic leaders demand, supervise, act selfishly towards the needs and concerns of their followers and request devotion and consent without any questioning (Schilling, 2009). This kind of leadership based on the relationship between despotic leaders and their followers and dominated by the ascending high power. Despotic leaders are morally corrupt and have low ethical standards (De Hoogh and Den Hartog, 2008). They limit the participation in the control and decision-making processes, make unfair decisions by exploiting their followers (Aronson, 2001). Employees who request changes can react directly to those who have the authorisation (ie. despotic leaders). Given that a leader's performance depends on his/her followers' achievements and that the leaders are the representatives of an organization, employees may respond to despotic leadership with attitudes and behaviours that may harm the leader and the organisation (such as not taking responsibility, slowing work, etc.) .

Therefore, followers tend to reduce their performance and creative behaviour in order to avoid a despotic leader. Decline in employee performance may be the result of weak motivational effect caused by the oppressive behaviour of the despotic leader. The repressive management in the organisations leads to high employee turnover. Honest and trustworthy leaders are more likely to develop followers' optimism, trust, loyalty and organizational citizenship behaviour (De Hoogh and Den Hartog, 2008). Despotic leaders have low trustworthiness and weak moral values, therefore their followers tend to show lower job performance and question the norms of organisational citizenship behaviours and conceal their creativity characteristics. The concept of despotic leadership is regarded as a leadership style that have

high demands from his/her subordinates, who supervise heavily, who is insensitive and selfish towards the needs and concerns of his/her employees, who cannot perform an active and open leadership style, who requests his/her subordinates to fulfil their duties without any questioning (Schilling, 2009). This style of leadership focuses on the relationship that subordinates are dominated by a rigid element of power. It is stated that the despotic leaders behave according to their own perceptions and are morally corrupt and have low ethical standards (De Hoogh and Den Hartog, 2008). Therefore, in the case of a despotic leader, the employees tend to withdraw their creative behaviour and reduce their performance. However, if they have honest and trustworthy leaders, employees have improved optimism, trust, loyalty and act in manner with increased organisational citizenship (Tepper, 2000).

## **2.2. Strategic Human Resources Management**

The emergence of Strategic Human Resource Management is the result of strategic management trends of the organizations. Today's management practices attempt to relate all business functions, methods and implementations to strong strategies in order to achieve higher organizational performance. Therefore, as stated by Miles and Snow (1984), Strategic Human Resource Management emerged when the organisations tried to harmonize Human Resources Department strategies, processes and practices with sound decisions. For companies, strategic human resources management practices are considered as a tool to gain competitive advantage. According to Wright and McMahan (1992), Strategic Human Resource Management is a human resource activity that aims to enable an organization to achieve its objectives. According to this view, in order to use human capital as a continuous competitive advantage, firstly, human resources must add value to the company. There are many potential employees with different skills and talents. An accepted definition of Strategic Human Resource Management is as 'the model of planned distributions and activities of human resources to enable an organization to achieve its objectives' (Wright and McMahan, 1992). This definition corresponds to the perspective that Human Resources Management represents a set of activities supporting a specific strategic objective. At the same time, this definition also includes the concept of human resource packages or configurations as stable activity models that develops over time and support successful adaptation in human resource management. This concept focuses on the intended elements of Strategic Human Resources Management, but it also allows the possibility of strategic outputs to be generated in the line with the strategic development perspective.

Lepak and Shaw (2008) define a few distinctive features of Strategic Human Resource Management;

**Figure 1. Features of Strategic Human Resource Management**



**Source:** (Lepak and Shaw, 2008: 19)

These definitions seem to be quite comprehensive as they identify the extent of Strategic Human Resources Management rather than explaining its current state. As a result, in line with the purpose of this study, we define Strategic Human Resources Management as an interconnected package of planned or immediate human resource activities aimed to achieve positive organizational outcomes.

In the last thirty years, significant developments have been made in the literature on human management issues. 30 years ago, the industry started at 1.0 and transformed to 4.0 with technology-focused industry, and today, there are plans for transition to the industry of 5.0 with a technology and human-centred approach. Many are paying more attention to the Human Resource Management (HRM), which is seen as a different approach to managing people (Guest, 1997). Interestingly, although researchers have emphasized the integrative nature of HRM, most of the initial studies in this concept were focused on a limited number of subjects and were criticized for being "micro-analytical" (Delery and Doty, 1996). However, in the last three decades, researchers tried to show the importance of HRM in influencing organizational performance, and this led to an increased interest in Strategic Human Resource Management (Cappelli and Crocker-Hefter, 1996). Furthermore, the interest in SHRM matches to the development of appropriate theoretical structures (Guest, 1997). Indeed, although the researchers criticized the theoretical foundations underlying SHRM, many have contributed to the creation of SHRM (Bacharach, 1989).

This criticism based on two important matters:

- The first reason is that HRM concept exposed by SHRM was subject to extensive criticism for its inadequate theoretical framework (Legge, 1994).
- Second and perhaps more important reason is that the researchers approach to the field of SHRM from a variety of perspectives but with a little insight (Delery and Doty, 1996).

Delery and Doty (1996) carried out a comprehensive review of the literature with a perspective to theorize SHRM and were interested in SHRM policies due to its definition of 'best practice' and 'universalist'. Delery and Doty (1996) stated that 'some human resource practices are always better than others, and that all organizations should adopt to these best practices.' Within this perspective of the theory, SHRM is related to development of 'high performance implementations' (MacDuffie, 1995). Therefore, it is assumed that the adoption of certain SHRM policies will lead to an increase in organizational performance (Kochan and Dyer, 1993).

### **2.3. Intention to Leave**

Employees' intention to leave the work means that employees are not satisfied with the procedures of the organisation, they are searching for new job opportunities, and have strong negative opinions about the organization (Mueller et al., 1992). The intention to leave the work indicates that an employee has weak or none organisational commitment and this situation influence his/her behaviours (Iverson and Roy, 1994). Sager et al. (1998) state that the intention to leave is about the work-related attitudes of a person and his/her mental decisions between staying or leaving. The intention to leave can be thought of as the degree of loyalty of an employee to the organization (Currivan, 1999). Individuals, who have professions in demand, are more likely to leave work if they are convinced that the work environment does not cater their needs and requests. Osterman (1987) found a negative relationship between intention to leave and productivity. The other studies suggests that the high level of intention to leave decrease the organisational performance by removing organizational resources from core business activities (Shaw et al., 2005). Because, if there is the high rate of employee turnover in an organisation, it is not expected to have an increased organisational performance (Lee et al., 2004). An employee's decision to leave an organization produce costly results both for the individual and the organization (Lee et al., 2004).

It is a cost element for an individual to consume his/her current savings - if he/she has no additional income- until he/she finds a new job. The increase in the rate of leaving is costly for the organization because the organisation has to recruit new personnel and have less specialized personnel in the field. Current research suggests that socially intelligent leaders can create and strengthen organizational culture, manage culture development and adopt to the dynamic environment. In other words, leaders' social skills and social reactions work as a glue that holds the organization together. Leadership and organizational culture greatly influence the results of employees' work, including

productivity, job satisfaction and resignation. Mohammad et al. (2014) found a strong and positive relationship between leaders' emotional intelligence and different dimensions of organizational culture, including communication, trust, innovation and social cohesion. For this reason, in study, the relationships between variables in terms of the effects of despotic leadership and strategic human resources policy are examined.

#### **2.4. Job Satisfaction**

The importance of work in human life cannot be denied. Job satisfaction of the individuals in business life positively influence their motivations, performances and efficiency (Potkany and Giertl, 2013). As individuals evaluate their working conditions, their job satisfaction reflects on their attitudes. It is important that whether they are completely satisfied with their job in their organization, if they are happy with the various factors and to which degree the several aspects of the job are worthy for them (density level). Many studies on the job satisfaction emphasise the importance of human resources policies by examining the different aspects of the employment, which has different social and psychological characteristics (Malloy and Penprase, 2010). The studies, which examine the relationships between job satisfaction and organizational culture, social responsibility, leadership effects, reveal that there are significant relationships related to job satisfaction (Havig et al., 2011). Pauknerova et al. (2006) assume that job satisfaction encourages and motivates an employee to perform better and it a prerequisite factor to use workforce effectively.

Wicker (2011) define job satisfaction as the sense of pride generated when someone doing a certain job. In his book, Hoppock (1935) identify the idea of job satisfaction as a theoretical structure; mental, physiological and environmental conditions that encourage a person to do his/her work. It is a positive psychological condition that occurs when individuals evaluate their work and experience (Poon J. M., 2003). In the literature, it is revealed that job satisfaction is affected by various factors. Spector (1997) states that "job satisfaction scale" should be developed to assess employees' satisfaction levels according to various factors, such as wages, benefits and supervision and also, the situation of business environment, colleagues, promotion opportunities should be evaluated. If the employees have salaries, social rights, the work environment as they demanded, they will probably be more satisfied and want to stay in the organisation.

For many employees, the satisfaction considered an intuitive concept and an intended target (Smith, 1992). Some common themes for measuring job satisfaction include concepts such as relevance and the value of the awards, sufficiency of the awards, relationship between the colleagues, the evaluation of the supervisors and the organization as a whole (Cook et al., 1981). Multi-directional character of job satisfaction has a close relationship with other attitudes and behaviours. For example, it is closely related to the organizational commitment, work experience and employment organization but it is also conceptually different from them (Cook et al., 1981). The interest of the organizations and

managers in job satisfaction is mainly due to its connection with performance (Riketta, 2008) and the behaviours such as intention to leave (Smith, 1992). For this reason, In the aforementioned variables context the below hypothesizes is developed;

**H1: Despotic Leadership has an impact on Strategic Human Resource Management**

**H2: Despotic Leadership has an impact on Intention to Leave.**

**H3: Strategic Human Resources Management has an impact on the Intention to Leave.**

**H4: Despotic Leadership has an impact on Job Satisfaction.**

**H5: Strategic Human Resource Management has an impact on Job Satisfaction.**

**H6: There is an intervening variable effect of Strategic Human Resources Management on the relationship between Despotic Leadership and Intention to Leave.**

**H7: There is an intervening variable effect of Strategic Human Resources Management on the relationship between Despotic Leadership and Job Satisfaction.**

### **3. THE PURPOSE AND THE METHODS OF THE RESEARCH**

In line with the aim of the research, a survey was conducted with 322 employees (random sample distribution and especially those who voluntarily want to fill the questionnaire were selected). In study was conducted on the white collar employees working in the private (12 Companies) and public (12 Public Organization) sectors in the Central Anatolia (The dimension of the population consists of 14 cities: Aksaray, Ankara, Cankiri, Eskisehir, Karaman, Kayseri, Kırkkale, Kırsehir, Konya, Nevsehir, Nigde, Sivas, Yozgat, Corum; However, The dimension of the Sampling consists of 6 cities: Aksaray, Nigde, Karaman, Cankiri, Yozgat and Corum). The white-collar employees working in the public and private sectors were unstable because of their abstentions, not wanting to fill in the questionnaire, the deliberations of the institution's survey, the business environment and the management of the survey. Therefore, the study was analyzed in general in this sample population. Data was evaluated using SPSS 23.00 Statistical Package Program and demographic information was subjected to "descriptive" analysis. Factor analysis and reliability analysis were conducted for the Likert scale questions. Correlation analysis was carried out to examine the relationships between variables; Regression analysis was performed to test the hypotheses. The questions developed by Green et al. in 2001 was used for the Strategic Human Resources Management scale; Despot Leadership scale was measured by 6 questions which was developed by Hanges and Dickson (reliability coefficient of .92) in 2004. Intention to Leave scale was adopted from the scales used in the studies of Kelloway et al., 1999 (reliability coefficient of .92); Sager et al., 1998 (reliability coefficient of .85); Jacobs and Roodt, 2008 (reliability coefficient of .91). Job Satisfaction a scale was developed by Brayfield and Rothe (reliability coefficient of .87) (1951).



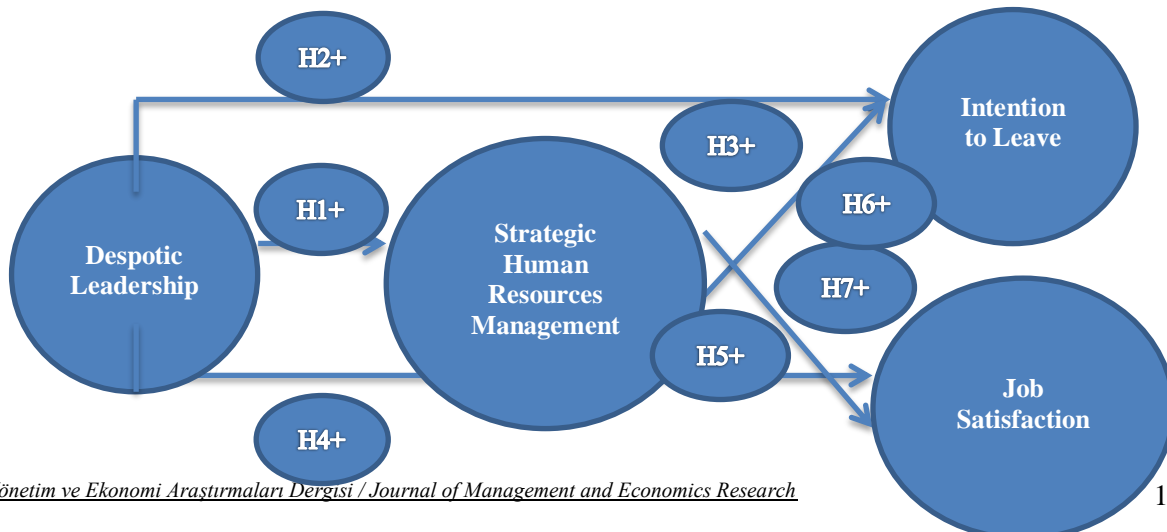
### 3.1. Findings

The sample of Likert scale survey was consisted of 322 white-collar workers working in different departments of private and public organisations. Survey was participated by 112 female and 210 male white-collar employees (Although it was paid attention to the balanced distribution of the sample population, the abstaining attitudes of the employees did not want to fill the questionnaire, therefore, balanced distribution could not be achieved. As the survey was not forced, the results obtained from the sample population were generalized). Ages of the participants of the survey were distributed as; 17% between the ages of 18-25 (55 participants), 27% between 26-30 (87 participants), 26% between 31-35 (84 participants), 17,7% between 36-40 (57 participants), 8% between 41-45 (26 participants) and 4% of the participants were 46 years and over (13 participants). 40.9% of the employees were in the public sector (132 employees) and 59% are in the private sector (190 employees). The employees were working for their organisations as; 13.4% for less than 1 year (42 employees), 28.5% for 1-3 years (92 employees), 27% for 4-7 years (87 employees), 14.5% for 8-10 years (47 employees), 16% for 10 years and over (54 employees). 3.7% of the participant had primary school education (12 participants), 18% had high school or similar education (58 participants), 15.2% had vocational school/associate degree (49 participants), 44.4% had university degree (60 Participants), 18.6% of them had graduate degree (60 Participants).

### 3.2. Research Framework

Based on the literature review, research model was composed of Despotic Leadership Strategic Human Resources Management, Intention to Leave and Job Satisfaction variables. In study adopted a quantitative approach because the data was analysed to determine the relationship between statistical concepts. In a quantitative research, we use independent variable(s) to determine their effect on the dependent variable (Thomas et al., 2005).

**Figure 2. Research Model**



In study, the variables were prepared according to the 5 Likert scale and were measured by a questionnaire of 29 questions. Variables of Strategic Human Resources Management, Despotic Leadership, Intent to Leave and Job Satisfaction were subjected to factor analyses. As the result of factor analysis, 3 questions did not show factor distribution, loaded into different factors and decreased the reliability and therefore they were subtracted from the scale. The remaining 26 questions were distributed into 4 factors. The variables that were subjected to factor analysis are shown in the following table with their factor loads:

**Table 1. KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.931
Bartlett's Test of Sphericity	Approx. Chi-Square	6189.109
	df	325
	Sig.	0

Factor analysis was performed to examine the validity of the structure of the scale. Büyüköztürk (2005) describes the factor analysis as a multivariate statistical method that aims to discover small number of unrelated but conceptually significant new variables (factors, dimensions) by bringing related variables together. In order to determine the suitability of data obtained from the preliminary application for factor analysis, Kaiser-Meyer Olkin (KMO) sample test and Bartlett's sphericity test were conducted and diagonal values of the anti-image correlation matrix were examined.

**Table 2. Rotated Component Matrix<sup>a</sup>**

	Component			
	1	2	3	4
SHRM5. Our organisation conducts behavioural job analyses according to the needs of the staff.	.836			
SHRM4. Staff performance evaluations regularly carried out in terms of reaching the targets.	.786			
SHRM7. HR Department regularly follows-up the information about the staff, related to the decisions.	.783			
SHRM8. Human resources planning has official and clear procedures.	.775			
SHRM6. In our organisation, staff trainings are carried out to enhance the behavioural development of the personnel.	.768			
SHRM3. Selection of personnel in our organization is important in terms of achieving strategic goals.	.741			
SHRM2. In our organisation, our managers encourage employees to reach long-term strategic goals.	.739			
SHRM9. In our organisation, well-known formal human resources strategies are applied.	.711			
SHRM1. In our organisation, long-term administrative plans are being made.	.662			
JS6. I am very satisfied with my current job or my position.		.826		

JS4. I absolutely love my job.		.820		
JS3. I am happy about my job, for now.		.807		
JS5. Compare to my colleagues, I feel very happy about my job.		.767		
JS8. I have quite good thoughts about my work.		.735		
JS1. I find real pleasure in my work.		.675		
DL4. Our manager wants everything to be in his/her control, he/she does not trust anyone.			.812	
DL2. Our manager does not care about questioning and thinking, he/she gives direct orders.			.788	
DL5. Our manager request the fulfilment of what he/she orders, without questioning.			.787	
DL6. Our manager reflects his arrogant and vengeful feelings on us.			.764	
DL3. Our manager is an absolute authoritarian.			.747	
DL1. Our manager has no sense of compassion, he/she prefers to punish.			.746	
IL 1. My current job does not meet my important personal needs.				.780
IL 2. Unfortunately, there are no good opportunities to reach my important goals at work.				.705
IL 3. I intend to look for a job for a better position in another organisation.				.681
IL 4. Sometimes I think of leaving this organisation.				.625
IL 5. I very often think of being an entrepreneur.				.541
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.				
a. Rotation converged in 5 iterations.				

SHRM: Strategic Human Resources Management, JS: Job Satisfaction, DL: Despotism Leadership, IL: Intention to Leave

**Reliability analysis** is defined as the internal consistency of the measurement which is about the average relation between the questions. In the literature, the Cronbach's alpha coefficient of 0.50 and above is accepted as sufficient by Nunnally (1978) (Nunnally, J. C., 1978, Hair et al., 2000, Büyüköztürk, 2007).

**Table 3. Reliability Analysis**

VARIABLES	Number of Questions	Cronbach Alfa ( $\alpha$ ) Values
Strategic Human Resources Management	9	.929
Job Satisfaction	6	.932
Despotism Leadership	6	.892
Intention to Leave	5	.776

Reliability means that the measurement tool shows consistent results in all cases (Bell, 1993). When the literature is examined, it is seen that reliability is checked before the validity in scale development studies. Because, if a scale is not reliable, it will not be valid. Therefore, there is no need to conduct a validity test for a scale that does not fulfil reliability standards (Çelik and Bindak, 2005). For this reason, the prepared statements should be examined in terms of being consistent and stable, having ability to observe without awaking any unwanted reactions and having ability to obtain wanted reactions. For this purpose, item or scale scores are used as a basis for selecting items between the drafts items (Bozdoğan and Öztürk, 2008). In study, the reliability of the scale was examined by item analysis based on the difference of the average scores of the top and bottom groups and correlation.

**Table 4. Descriptive Statistics**

Descriptive Statistics			
	Mean	Std. Deviation	N
Strategic Human Resources Management	3.3058	1.07054	355
Job Satisfaction	3.7399	1.07486	355
Despotic Leadership	2.5629	1.15909	355
Intention to Leave	2.9549	1.02896	355

Statistics is a science that deals with the collection, classification, presentation and interpretation of numerical data (Johnson, 1980). It is a method that aims to make the collected data to be meaningful using scientific methods (Linguist, 1989). Descriptive statistics include methods and techniques for collecting, describing and presenting numerical data.

**Table 5. Correlations**

Correlations					
		Strategic Human Resources Management	Job Satisfaction	Despotic Leadership	Intention to Leave
Strategic Human Resources Management	Pearson Correlation	1	.643**	-.233**	-.253**
	Sig. (2-tailed)		.000	.000	.000
	Sum of Squares and Cross-products	405.706	261.772	-102.422	-98.463
	Covariance	1.146	.739	-.289	-.278
	N	355	355	355	355
Job Satisfaction	Pearson Correlation	.643**	1	-.339**	-.410**
	Sig. (2-tailed)	.000		.000	.000
	Sum of Squares and Cross-products	261.772	408.985	-149.497	-160.562
	Covariance	.739	1.155	-.422	-.454
	N	355	355	355	355
Despotic Leadership	Pearson Correlation	-.233**	-.339**	1	.517**
	Sig. (2-tailed)	.000	.000		.000
	Sum of Squares and Cross-products	-102.422	-149.497	475.595	218.173
	Covariance	-.289	-.422	1.343	.616
	N	355	355	355	355
Intention to Leave	Pearson Correlation	-.253**	-.410**	.517**	1
	Sig. (2-tailed)	.000	.000	.000	
	Sum of Squares and Cross-products	-98.463	-160.562	218.173	374.799
	Covariance	-.278	-.454	.616	1.059
	N	355	355	355	355

\*\* . Correlation is significant at the 0.01 level (2-tailed).

One-to-one relationships between Strategic Human Resources Management, Despotic Leadership, Intention to Leave were examined. As we have mentioned above, analyses (factor analysis, reliability analysis, descriptive analysis) were conducted on 322 questionnaires obtained from the organisations. The results of the correlation analysis show that there is a significant relationships

between the Intention to Leave and Despotic Leadership, and there is a significant reverse correlation between the Intention to Leave and Strategic Human Resources Management. We can determine that Despotic Leadership increase employees' intentions to leave or focus on finding new job. However, the reverse impact of Strategic Human Resources Management decrease the Intention to Leave the work. There is a negative and significant relationship between Despotic Leadership and Strategic Human Resources Management. This demonstrates that Despotic Leadership and Strategic Human Resource Management have inverse views and practices. While Despotic Leadership reduces Job Satisfaction, Strategic Human Resources Management has positive impact on Job Satisfaction.

**Table 6. The Results Of Regression Analysis About The Effects Of Independent Variables On Dependent Variables**

Independent Variables	Dependent Variables	Standart $\beta$	Sig.	Adjusted R <sup>2</sup>	F Value
Despotic Leadership	Intention to Leave	.517	.000	.265	128.605
Despotic Leadership	Job Satisfaction	-.339	.000	.112	45.825
Despotic Leadership	Strategic Human Resources Management	-.233	.000	.052	20.295
Strategic Human Resources Management	Intention to Leave	-.253	.000	.043	24.039
Strategic Human Resources Management	Job Satisfaction	.643	.000	.411	248.340

\*: p<0.05

\*\* : p<0.01

\*\*\*: p<0.001

As a result of the hypothesis tests, which is carried out among the variables of research model, hypotheses were supported by regression analysis, excluding intervening variables. The regression analysis show that the relationships between the variables are statistically. Table 7 show that, as a result of the regression analysis, **H1 hypothesis is supported** ( $\beta=.517^{***}$ ; Sig=.000) which is about the effect of the independent variable of Despotic Leadership on Intention to Leave variable. **H2 hypothesis is supported** ( $\beta=-.339^{***}$ ; Sig=.000) which is about the effect of the independent variable of Despotic Leadership on the dependent variable of Job Satisfaction. **H3 hypothesis is supported**, ( $\beta=-.253^{***}$ ; Sig=.000), which is about the effect of the independent variable of Despotic Leadership on dependent variable of Strategic Human Resources Management. **H4 hypothesis is supported** ( $\beta=-.253^{***}$ ; Sig=.000), which is about the effect of the independent variable of Strategic Human Resources Management on the dependent variable of Intention to Leave. **H5 hypothesis is supported** ( $\beta=.643^{***}$ ; Sig=.000), which is about the effect of the independent variable of Strategic Human Resources Management on the dependent variable of Job Satisfaction.

**Table 7. Supported or Unsupported Research Hypothesis**

Hypotheses	Supported/ Unsupported	Level of Significance (Sig.)
<b>H1:</b> <i>Despotic Leadership has an impact on Strategic Human Resource Management.</i>	<b>SUPPORTED</b>	<b>P&lt;0.001</b>
<b>H2:</b> <i>Despotic Leadership has an impact on Intention to Leave.</i>	<b>SUPPORTED</b>	<b>P&lt;0.001</b>
<b>H3:</b> <i>Strategic Human Resources Management has an impact on the Intention to Leave.</i>	<b>SUPPORTED</b>	<b>P&lt;0.001</b>
<b>H4:</b> <i>Despotic Leadership has an impact on Job Satisfaction</i>	<b>SUPPORTED</b>	<b>P&lt;0.001</b>
<b>H5:</b> <i>Strategic Human Resource Management has an impact on Job Satisfaction.</i>	<b>SUPPORTED</b>	<b>P&lt;0.001</b>

In research model, the effects of intervening variable role of Strategic Human Resources Management on the relationship between the independent variable of Despotic Leadership and dependent variable of Intention to Leave; and the effects of intervening variable role of Strategic Human Resources Management on the relationship between independent variable of Despotic Leadership and dependent variable of Job satisfaction have been examined.

**Table 8. Regression Analysis Results of the Effects of Mediating Variable**

	Independent Variables	Dependent Variables	Standart $\beta$	Sig.	Adjusted R <sup>2</sup>	F Value
Regression	Despotic Leadership	Intention to Leave	<b>.484</b>	<b>.000</b>	<b>.265</b>	<b>128.605</b>
	Strategic Human Resources Management		<b>-.140</b>	<b>.003</b>	<b>.281</b>	<b>70.314</b>
Regression	Despotic Leadership	Job Satisfaction	<b>-.200</b>	<b>.000</b>	<b>.112</b>	<b>45.825</b>
	Strategic Human Resources Management		<b>.596</b>	<b>.000</b>	<b>.448</b>	<b>144.468</b>

\*: p<0.05

\*\* :p<0.01

\*\*\*:p<0.001

In research model, which measures the effect of intervening variable of Strategic Human Resources Management, it was determined that there is an intervening variable effect of Strategic Human Resources Management on the relationship between Despotic Leadership and Intention to leave and on the relationship between Despotic Leadership and Job Satisfaction and **H6** and **H7** hypotheses were supported accordingly.

**Table 9. Supported or Unsupported Research Hypothesis**

Hypotheses	Supported/ Unsupported	Level of Significance (Sig.)
<i>H6: There is an intervening variable effect of Strategic Human Resources Management on the relationship between Despotic Leadership and Intention to Leave.</i>	<b>SUPPORTED</b>	<i>p&lt;0.05</i>
<i>H7: There is an intervening variable effect of Strategic Human Resources Management on the relationship between Despotic Leadership and Job Satisfaction.</i>	<b>SUPPORTED</b>	<i>P&lt;0.001</i>

#### 4. CONCLUSION AND SUGGESTIONS

In study was conducted on the white collar employees working in the private and public sectors in the Central Anatolia and as a result of the regression and correlation analyses, it was determined that Despotic Leadership increase the level of Intention to Leave, the employees do not want to stay in the organisations under such a leadership style. At the same time, Despotic Leadership reduce Job Satisfaction among employees, they begin to feel dissatisfied with their work in the organization. It is understood that if Strategic Human Resources Management is implemented, the level of Intention to Leave decreases as the employees want to stay in their organisations, and also, it causes a positive increase in the Job Satisfaction level. Despotic Leadership can be seen in every sector and every period. This leadership style is witnessed in the organisations where mobbing, organizational cynicism, organizational exclusion, etc. are experienced. These negative effects can cause problems, increases the level of Intention to Leave and reduces the performance of the organisation. Because despotic leaders use their position and authority to reach their own goals, they may be less collaborative and show selfish behaviours towards their organizations and individuals. The level of two important employee behaviours were examined; Intention to Leave and Job Satisfaction. Considering the limitations of employees' attitudes and behaviours, it is important to note that they can be influenced by the leadership styles (Johns, 2006). As a result of the analyses, it is revealed that employees are affected by despotic leadership.

Similarly, in the event of despotic leadership, the behaviour of the employees within the organization (Organ, Podsakoff, and MacKenzie, 2006) and their creativity (Oldham and Cummings, 1996) are negatively affected. In this case, employees intent to leave their jobs and their job satisfaction level decrease. Despotic Leaders are often seen in the structure of family businesses or in the organisations that give significant power to the management. Especially in family companies, the unilateral decision-making mechanism and expectation of employees to fulfil their duties and responsibilities rather than including them in organizational decisions, inevitably reduces job satisfaction of the employees and increases their intention to leave work. The low level of employee performance can be a results of employees respond to their organisations. It is understood that the impact of leadership styles on employee attitudes and behaviours should be examined in successful and

unsuccessful companies. At the same time, the number of comparative analyses are very limited, it reveals the fact that theoretical studies in the field of leadership roles are not sufficient enough in our country. It is also important that the organisations should be open to the research for the development of their organizations. Despite the fact that research sample is not in desired level, results supported the hypotheses that employees do not want to work for an organization if they are unable to express themselves, if they do not feel in a peaceful working environment, and if their organisation does not give any importance to their opinion. Further studies on the leadership styles and human resource management approaches in different sectors and different organizational levels, with an aim to increase the productivity of employees, will contribute to the literature.

In summary, with the review of the current literature, Strategic Human Resources Management seen as a concept which is related to employees' behaviours towards their organisation and the organizational performance (MacDuffie, 1995). However, after the review of the literature on organizational culture (Ogbonna, 1992), it can be said that the strategic human resources management can facilitate or hamper the cultural orientation of organizational culture management. When we look at the relationship between Strategic HRM and performance, it may not be as clear as some authors suggest (Wright and McMahan, 1992). However, it is important to remember that employees are the most important factor in the positive and negative performance of organizational performance. This finding supports the "universalist" perspective on HRM theory (Delery and Doty, 1996) and implies that Strategic HRM is related to the performance (even indirectly).

The regression analysis reveals that strategic human resources management has positive impact on the employees in the event of despotic leadership. It is seen that the high level productivity of the workforce is directly proportional to the human resources procedures of the organisations and approach of senior management towards their employees. Future studies that aims to generate new knowledge about how to increase employee performance and that give attention to future technology and human resources applications in different sectors will contribute to the literature positively. More attention needs to be paid to the different effects of human resources and leadership styles on employees in order to produce better future studies and qualitative research and generate new concepts from the theoretical perspective. It may be possible to obtain new findings and concepts in the field of social sciences, in particular in the field of management and organization, which may arise due to the cultural differences between the regions. The challenges of working life and the new leadership and management styles that are emerging day by day also helps the generation of new concepts from academic point of view. It will be possible for future studies to acquire new concepts in terms of theoretical and analytical approaches by examining the problems experienced in working life more academically and more intensively and contribute to the world literature.



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