

The Relationship of Transformational Leadership with Organizational Identification and Intention to Leave: A Study in the Province of Van

Dönüştürücü Liderlik Anlayışının Örgütsel Özdeşleşme ve İşten Ayrılma Niyeti İle İlişkisi: Van İlinde Bir Araştırma

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Dönüştürücü Liderlik Anlayışının Örgütsel Özdeşleşme ve İşten Ayrılma Niyeti İle İlişkisi: Van İlinde Bir Araştırma

Burcu Turan Torun¹

Summary

This study aims to determine the relationship between transformational leadership, organizational identification, and intention to leave the job. For this purpose, a survey was conducted in a private hospital operating in the province of Van. According to the survey results applied to 164 employees, there is a positive relationship between the transformational leadership approach and organizational identification. However, no significant relationship was found between the transformational leadership approach and the intention to leave. In the study, it was emphasized that transformational leadership behaviors should be increased even more. In this context, it can be said that it is essential for the institutions to increase the transformational leadership behaviors, which is a crucial leadership model today, and to increase the transformational leadership perception of the employees. It is thought that the transformative leadership model should be exhibited and felt by the employees more, especially considering the challenging conditions brought about by the current Pandemic period in the health sector and recent developments. It can be stated that increasing the level of organizational identification, which is at the medium level, to higher levels is essential for the long-term activities and success of the institution. Again, determining the issues that cause the intention to leave the job, which is determined to be at a moderate level, taking the necessary measures, exchanging ideas with the stakeholders are among the issues that can be recommended for the corporate managers. It is crucial to determine whether the intention to leave the job is due to personal characteristics or organizational or environmental factors to prevent or minimize this issue.

Keywords: Transformational Leadership, Organizational Identification, Intention to Leave, Leadership

Öz

Bu çalışmanın amacı, dönüştürücü liderlik ile örgütsel özdeşleşme ve işten ayrılma niyeti arasındaki ilişkinin belirlenmesidir. Bu amaç doğrultusunda Van ilinde faaliyetini sürdüren özel bir hastanede anket uygulaması yapılmıştır. 164 çalışan üzerinde yapılan anket sonuçlarına göre dönüştürücü liderlik anlayışı ile örgütsel özdeşleşme arasında pozitif yönlü bir ilişki bulunmaktadır. Bununla birlikte dönüştürücü liderlik anlayışı ile işten ayrılma niyeti arasında anlamlı bir ilişkiye rastlanmamıştır. Araştırmada dönüştürücü liderlik davranışlarının daha da artırılması gerekliliği vurgulanmıştır. Bu

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bağlamda günümüzde önemli bir liderlik modeli olan dönüştürücü liderlik davranışlarının arttırılmasının ve çalışanlardaki dönüştürücü liderlik algısının yükseltilmesinin kurum için önemli olduğu söylenebilir. Özellikle sağlık sektöründe günümüz Pandemi döneminin ortaya çıkardığı zor koşullar göz önünde bulundurulduğunda ve yaşanan gelişmeler dikkate alındığında dönüştürücü liderlik modelinin daha çok sergilenmesi ve hatta çalışanlara hissettirilmesinin gerekli olduğu düşünülmektedir. Orta düzeyde çıkan örgütsel özdeşleşme düzeyinin daha da üst seviyelere çıkarılması kurumun uzun dönemli faaliyetleri ve başarısı için önemli olduğu ifade edilebilir. Yine orta düzeyde olduğu tespit edilen işten ayrılma niyetinin ortaya çıkmasını sağlayan hususların belirlenerek gerekli tedbirlerin alınması, paydaşlarla fikir alışverişinde bulunulması, kurum yöneticileri için önerilebilecek hususlar arasındadır. İşten ayrılma niyetinin kişisel özelliklerden mi yoksa örgütsel veya çevresel faktörlerden mi kaynaklı olduğunun belirlenmesi bu hususun ortaya çıkmaması veya en aza indirilmesi açısından önem arz ettiği ifade edilebilir.

Anahtar Kelimeler: Dönüştürücü Liderlik, Örgütsel Özdeşleşme, İşten Ayrılma Niyeti, Van, Liderlik

INTRODUCTION

In today's world, where change and innovation are a lifestyle, businesses that operate under dangerous competition conditions to adapt to this lifestyle can adopt a transformative leadership approach, which is an appropriate leadership model. Transformational leadership includes an understanding that creates a vision for followers, ensures acceptance of group goals, and leads change and transformation with intellectual stimulation.

Organizational identification, which can be easier to achieve with a transformative leadership approach, enables businesses to demonstrate superior performance. Employees who embrace the organization's work as their own will not hesitate to show more effort to achieve success. Managers/leaders who identify more with their organization and achieve this will achieve their goals more efficiently and ensure the continuity of their activities.

The most crucial factor in the success of businesses is undoubtedly the employees. Therefore, employees who leave their jobs because of their intention can be expressed as the most significant loss for businesses. In this respect, it is a critical issue to ensure these talented and knowledgeable employees remain in the business.

The sense of Transformational leadership, organizational identification, and intention to leave the job, the importance of which can be understood from the above statements, were chosen as research topics. The study aimed to determine the relationship between the transformational leadership approach, organizational identification, and intention to leave the job.

1. Literature Review

1.1. Sense and Dimensions of Transformational Leadership

The transformative leadership approach (Rıpkı, Murnı, and Wahyud, 2020, p.95), first introduced by Burns (1978) and later developed by Bass (1985), creates a shared vision in the future and motivates employees mentally (Karcioğlu & Kaygın, 2013, p.4) is a leadership model.

Transformational leadership is an ethical leadership model. This model expresses the commitment to results and values that enable society and stakeholders to realize their long-term goals (Caldwell, Dixon, Floyd, Chaudoin, Post and Cheokas, 2012, p.176). Bass and AVALIO stated that the transformative leadership approach relates to the emotions and feelings of both the followers and the leader (McDowelle, 2009, p.1). It has gained an important place into the literature as a leadership model that includes employees' cooperation and considering shared values more (Butt, Ahmed, & Ahmed, 2020, p.287).

Transformational leadership is an essential tool in facilitating employees' adaptation to the environment (Wang, Demerouti, & Blanc, 2017, p.188). Griffin and Moorhead (2014) express that transformational leadership is an understanding that makes leaders capable of defining change needs, creating a vision, and guiding change effectively (Rıpkı et al., 2020, p.95). This understanding provides inspiration and motivation to employees by change (Wang, et al., 2017, p.188).

Transformational leaders can make employees see their perceptions of change as an opportunity rather than a threat (Wang, et al., 2017, p.185). Instead of solving emerging problems with old methods, they enable people to develop new solutions (Caldwell et al., 2012, p.176). They have a broad vision of the future rather than the past. They empower their followers to volunteer their tasks. These leaders share their responsibilities and decision-making duties with their employees so that the followers become more empowered (Süer, 2017, p.436). This understanding affects the employees in the extraordinary situations and crisis periods of the organization, increase the commitment of the employees, finds innovative solutions to the emerging problems, and contributes to them gaining a leadership feature by helping them gain an innovative perspective (Sönmez Çakır and Adıgüzel, 2020, p.112).

The transformational leader pays attention to the concerns and development needs of each follower. It provides the ability to excite and encourage the followers in the achievement of group goals, helps them to produce innovative solutions to problems, and makes them conscious. These leaders facilitate the change processes of organizations and people (Hesar, Abbaszadeh, Ghalei, & Ghalavandi, 2019, p.160). Since they are in communication at the point of changing the current situation and creating a vision, they provide employees to be more flexible and open to change (Wang et al., 2017:188). According to Burns, transformational leadership has four dimensions: idealized influence, inspiration, intellectual encouragement, and individual attention (Hesar et al., 2019, p.161; Süer, 2017, p.436).

Charismatic Leadership: The leader influences his followers by putting their needs above his own, sharing the risks, and considering the values of his followers (Çiçek and Kılınç, 2020, p.559). Due to the degree of behavior shown by the leader who produces excellent solutions, the followers believe that their leaders put forward moral beliefs, ideas, values, and activities for them (Hesar et al. 2019, p.161). This dimension of

leadership refers to the integration of the leader and the follower, and the follower desires to be like the leader.

Inspiration: This dimension is the degree to which the leader, who provides an optimistic future and at the same time gives new meaning to his current duties, reveals a vision of how he will enable his followers to inspire (Hesar et al. 2019, p.161). A transformational leader becomes a role model for his followers. (Mert, Dört ve İncaz, 2019, p.1171). As a role model and with the desired vision, the leader inspires his followers and contributes to the achievement of the business's goals by showing a higher level of performance.

Individual attention: The leader establishes close relationships with his employees and shows individual attention by considering each employee's personal needs (Tetik & Ünal, 2018, p.24). Therefore, it can be said that this dimension is the degree to which the leader considers the individual needs of each follower and the contribution of each person to teamwork and respectfully observes their behaviors (Hesar et al. 2019, p.161).

Intellectual stimulation: In this dimension, the leader reveals the creative thoughts of his followers. Thanks to this dimension, followers act logically, are rewarded for their innovative problem-solving abilities, and turn to productive thinking (Fırat and Yeşil, 2020, p.45). Transformational leaders enable their followers to gain an innovative perspective by evaluating classical behaviors and ways of thinking so that they can cope with the difficulties they face (Aykanat & Caliskan, 2019, p.832). Thanks to this dimension, leaders have innovative employees.

1.2. Organizational Identification

Organizational identification, which has been in the management literature for more than 25 years, occurred in Ashforth and Mael's (1989) study named "Social Identity and the Organization." Organizational identification refers to an individual's perception of integration with the organization they work for (Conroy, Henle, Shore, & Stelman, 2017, p.184), and this skill develops when the individual feels like he belongs to the organization and is willing to continue the rest of his career in this organization (Abdullah, Ashraf, and Sarfraz, 2017, p.3).

Organizational identification, defined by Mael and Ashforth as "the process of increasing integration and harmonization of the goals of the organization with the goals of the individual" (Akın and Saruhan, 2016, p.30), is essential for organizational behavior that emphasizes the psychological bond between individuals and the organization. As individuals see themselves as a member of the organization, they perceive the success or failure of the organization as their own (Tore & Erel, 2020, p.1723). Organizational identification reflects the level of overlap between one's own identity and that of the business (Wang et al., 2017, p.188). Identification of employees within the organization increases the sense of commitment, and thus the sense of commitment increases organizational and individual performance (Fallatah, 2017, p.173). Organizational identification enables employee to display voluntary behaviors when performing a task that is not rewarded by the organization and is not an employee's responsibility. For instance, since employees feel that the organization they work for is their own, they make more efforts to ensure that the organization's goals are realized beyond their own (Kim, 2019, p.5) and set an example for their other friends.

Individuals with high organizational identification see themselves as "one" with the organization (Akbaş Tuna, 2020, p.1838). Employees tend to define themselves as "good citizens" based on the organization's shared identity. Many studies state that organizational identification is the precursor of organizational citizenship behaviors (Kim, 2019, p.5). Managers want to increase their employees' organizational identification levels. They want this because they believe that the contribution of the employees to the organization and the speed of development will be high (Tore and Erel, 2020, p.1723). When there is strong identification within an organization, employees become more concerned with the organization's development, and their behavior becomes more compatible with the essential characteristics of their organization (Karolidis & Vouzas, 2019, p.1423), so they become a whole with the organization.

Organizational identification is related to social identity theory, which is based on group membership, group processes, and intergroup relations (Sökmen, 2019, p.981). In this theory, individuals are motivated within a group they feel firmly belonging (Zoonena & Treem, 2019, p.27). This theory has three significant consequences. First, individuals prefer businesses with which they can adapt to their social identities. Secondly, individuals whose social identities are compatible with their organizations will be able to achieve organizational loyalty. The third is identifying the individual with his business (Yılmaz, 2019, p.3737).

Individuals who can identify with their organizations adopt organizational goals and adopt tasks that will contribute to their organization beyond their interests. They show intention to stay in the organization and engage in corporate behaviors such as taking extra responsibility (Kim, 2019, p.4). Organizational identification is one of the essential factors for increasing the performance of employees in an organization. Thanks to organizational identification, individuals who see themselves as representatives of the organization try to hide their negative emotions from people and show positive emotions and try not to negatively evaluate the enterprise's service quality (Tore and Erel, 2020, p.1723).

1.3. Intention to Leave the Job

In digital age organizations, not losing employees with expert skills has become a strategic priority today (Eroğlu, 2020, p.214). Human resources are the most critical assets of an organization. No organization can survive and compete without human resources skills and capacities (Jyoti and Rani, 2019, p.166). Intention to quit is one of the essential factors that prevent an enterprise from continuing its existence.

Intention to leave is defined as a team member's voluntary attempt or willingness to leave the workplace. Therefore, this intention is a priori of leaving and is defined as a process with psychological, mental, and behavioral grades (Lagerlund, Sharp, Lindqvist, Runesdotter & Tishelman, 2015, p.630). In other words, intention to leave is defined as the subjective assessment of a team member's probability of leaving the organization in the short term. Takaeira, Coetze, and Schreuder (2014) define turnover intention as leaving the organization and looking for a job in another business (Dai, Zhuang, and Huanc, 2019, p.70).

Intention to leave is the state of the worker's willingness to leave the organization. The intention to leave the job, which can be considered attitude, decision, and behavior (Sökmen, 2019, p.920), occurs within a particular process (Baltacı, 2018, p.1518).

Employees are faced with many problems due to the structure, job stress, low level of job satisfaction, and searching for a better opportunity affect them (Ramamurthi, Vakilbashi, Rashid, Mokhber, & Basiruddin, 2016, p.528). The intention to leave the job may change over time, and its level and probability may vary depending on organizational and demographic factors (Lagerlund, Sharp, Lindqvist, Runesdotter, & Tishelman, 2015, p.630). Employees who want to quit their job can feel unmotivated and reluctant to improve in their jobs, so the quality of teamwork might go back. This situation can negatively affect the motivation of the employees, the services provided to the customers, and the organization's reputation (Zychlinski, Lavenda, Shamir and Kagan, 2020, p.2-3).

Most of the time, the intention of employees to leave the organization is not due to the salary or wages paid by the organization but to stress and dissatisfaction (Ramamurthi et al., 2016, p.528). Studies on intention to leave work (Chiang & Chang, 2012, p.151) revealed that different factors such as poor relations with colleagues and managers, duration of experience, inadequate training preparations and emotional labor, excessive workload, lack of social support, burnout, work-family conflict, stress, low job satisfaction, managerial support, organizational commitment, organizational climate, unsatisfactory salary or low wage are influential on this intention. (Zychlinski et al., 2020, p.3).

As a result of the intention to leave, a business experiences a loss of value in its human power. However, it should also be considered which employee has the intention to quit (Aydn & Akgemci, 2020, p.107), and it should be considered that such a possibility may exist because there is the possibility that a low-performing individual will leave the job and a high-performing individual will be hired instead of this individual.

2. RESEARCH

2.1. Importance and Purpose of the Study

The understanding of leadership, which has been important since the first periods of humanity, has a special place now. In today's world, where the division of labor and specialization gains seriousness, activities are planned, and innovative approaches are increasing daily. It has become more challenging to achieve goals than in the past. One of the most critical means of overcoming this difficulty is the transformational leadership approach, today's practical approach. Organizational identification, which expresses the integration of employees with their organizations, which is one of the crucial issues in success, enables individuals to put forward more performance. However, the intention to leave the job, which means the loss of human capital and negatively affects the business, is an urgent issue in today's business world. Because of their importance, transformational leadership, organizational identification, and intention to leave were chosen as research topics in this study. The research aims to reveal the relationship between the transformational leadership approach and organizational identification and intention to leave.

Another aim of the study is to determine the differences

- between transformational and its sub-dimensions in terms of demographic variables,

- in terms of employees' perceptions about organizational identification and intention to leave the job.

2.2. Model and Hypothesis of the Study

The model of this study is as follows:

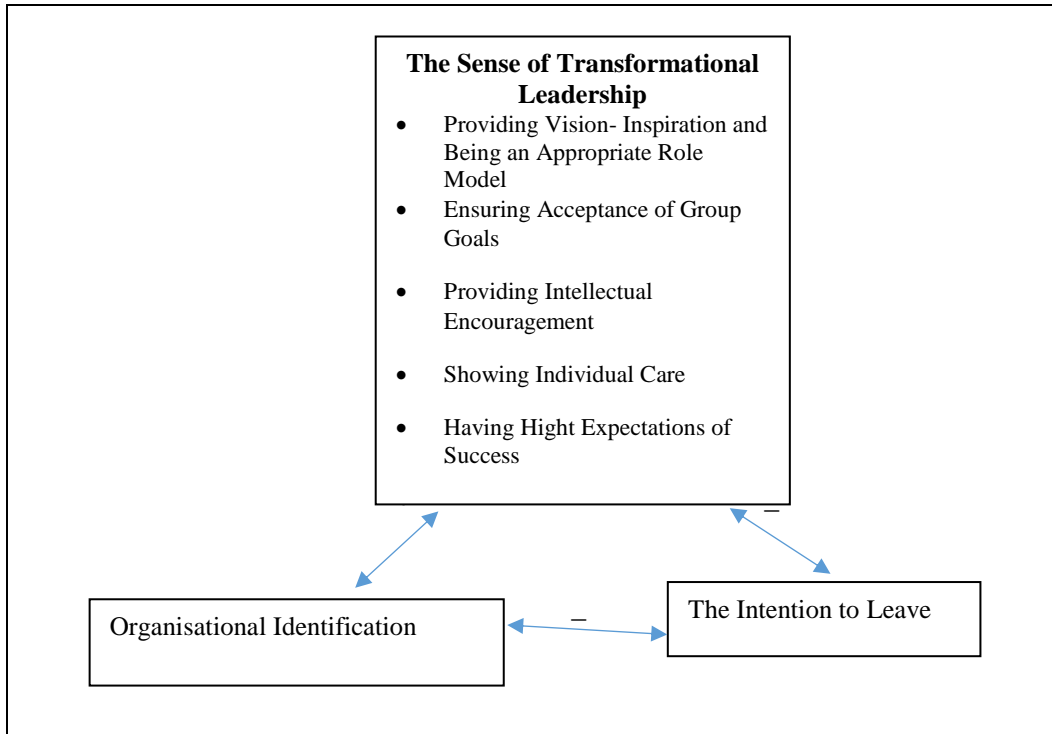


Figure 1: (The Model of the Study)

Transformational leaders aim to make followers identify themselves with the organization's goals (Eren & Titizoğlu, 2014, p.282). Employees who identify with their organization become more loyal individuals and adopt the business's goals for themselves (Erdoğan Morçin & Morçin, 2013, p.75). The vision set by transformational leaders plays a crucial role in helping followers embrace business goals. With the vision they create, transformational leaders try their followers to achieve the group goals and increase their potential for success. In this context, employees can change at the point of tending towards the goal determined by their leaders, adopt the goals of their organizations and identify with their organizations. Therefore, it can be said that transformative leadership approach has a feature that increases organizational identification (İşcan, 2006, p.164).

Success of businesses depends on the high performance of their employees and their attitudes to work. Transformational leaders can eliminate their business-related negativities by persuading their followers and influencing their attitudes and behaviors through their characteristics. As a result of the research conducted by Alper and Keleş, it was seen that the transformative leadership approach reduces the intention to leave the job and affects it negatively (Alper and Keleş, 2017, p.201). In addition, Tanriverdi and his friends revealed by a study that there is a negative relationship between

transformational leadership and intention to leave (Tanriverdi, Akova & Çitfçi, 2016, p.119).

High organizational identification leads to more positive behaviors, such as the desire to stay in an organization for a long time. Studies have revealed that organizational identification negatively affects the intention to leave (Türkoğlu, 2019, p.31). Employee who integrates himself with his business, will contribute to his business more than just to serve; that is why he/she will avoid thinking of leaving the job. In other words, individuals who identify strongly with their business will have a lower intention to leave. Based on these considerations, the following hypotheses were formed:

H1: There is a positive and significant relationship between the transformational leadership approach and organizational identification.

H2: There is a negative and significant relationship between the transformational leadership approach and the intention to leave.

H3: There is a negative and significant relationship between organizational identification and intention to leave.

H4: In terms of demographic variables, there are differences between employees' perceptions of transformational leadership, its sub-dimensions, organizational identification, and intention to leave.

2.3. Extent and Method of the Study

The leading group of this study consists of nurses and health technicians in a private hospital operating in Van. The research was conducted on this group because there is the highest number of employees in this occupational group. The number of hospital employees operating in the province of Van is approximately 250. The sample size was calculated from this population with the help of the following formula (Sancar, 2012, p. 85).

$$N \cdot t^2 \cdot (p \cdot q)$$

$$n = d^2(N-1) + t^2 \cdot p \cdot q$$

$$d (\text{sensitivity}) = 0,05$$

$$N = \text{The number of people in the universe (250)}$$

$$t = 1,96 \text{ (0,05 the value statistically "t" in the degree of significance)}$$

$$p = 0,5$$

$$q = 0,5$$

When the values are substituted in the formula, it is calculated as n=152 people. In order not to fall below enough number of the samples, 180 questionnaires were distributed. The total number of returned questionnaires is 171. 7 filled in incorrectly and incompletely were not evaluated, and 164 were analyzed.

A questionnaire technique was used to collect the necessary data in the research. The questionnaire consists of four parts. In the first part, there are questions about demographic variables. In the second part of the questionnaire, there is the concept of transformational leadership. The transformational leadership scale is the scale that

Podsakoff developed and performed factor analysis. This scale was discussed by İşcan (2002) in his Ph.D. thesis as five dimensions: providing vision inspiration and being an appropriate role model, ensuring acceptance of group goals, providing intellectual encouragement, showing individual care, and having high expectations of success. The statements in the scale are 1-strongly disagree, two disagree 3, undecided, 4 agree, 5, strongly agree (İşcan, 2002, p.182).

In the third part of the questionnaire, there is an organizational identification scale. This organizational identification scale consists of six questions, and the scale is one-dimensional. Mael and Ashforth developed it. All statements in the scale that Kızıl used in his Ph.D. thesis are in a 5-point Likert form (Kızıl, 2016, p.152). In the fourth part of the questionnaire, a one-dimensional scale consisting of 4 items was used, and it was developed by Rosin and Korabik (1995). It was adapted into Turkish by Tanrıöver (2005) and used by Başın to measure the intention to leave the job (Baş, 2020, p.95).

2.4. Findings

Findings Related to Employees' Demographic Characteristics

Information on the demographic characteristics of the employees participating in the research is presented in a table.

Table 1: Findings on Demographic Characteristics

		The Number of People	Percentage
Gender	Male	75	45,7
	Female	89	54,3
	Total	164	100
Age	18-24	39	23,8
	25-34	56	34,1
	35-44	40	24,4
	45-54	29	17,7
	Total	164	100
Education Status	High School- Two-year degree	79	48,2
	Bachelor	51	31,1
	Master	34	20,7
	Total	164	100
Working Time	1-5 Year	58	35,4
	6-10 Year	48	29,2
	11-15 Year	29	17,7
	16-20 Year	29	17,7
	Total	164	100

Looking at the gender distribution of the participants, it is seen that 45.7% are men and 54.3% are women. Considering the age distribution, while the rate of those aged 18-24 is 23.8%, 25-34 is 34.1%; those aged 35-44 is 24.4%; 45-54 is 17.7%. Regarding education levels, the rate of high school, two-year degree graduates is 48.2%, undergraduate

graduates are 31.1%, and the bachelor's degree is 20.7. It can be said that the education levels of the participants in the research are high. Regarding working hours, the rate of employees between 1-5 years is 35.4%; employees between 6-10 years is 29.2%; those working between 11-15 years were 17.7%, and those working between 16-20 years was 17.7%.

Factor Analysis

Factor Analysis of Transformational Leadership Scale

The factor analysis for the transformational leadership scale is shown below.

Table 2: Results of Factor Analysis of Transformational Leadership Scale

Items	Providing Intellectual Encouragement and Showing Individual Care	Providing Acceptance of Group Goals	Providing Inspiration and Being an Appropriate Role Model	Having High Expectations of Success
DL5	0,648			
DL6	0,656			
DL8	0,547			
DL11	0,740			
DL12	0,569			
DL17	0,568			
DL19	0,601			
DL13		0,556		
DL14		0,628		
DL15		0,674		
DL16		0,724		
DL20		0,475		
DL21		0,626		
DL22		0,649		
DL23		0,558		
DL1			0,681	
DL2			0,783	
DL3			0,792	
DL7			0,534	
DL9			0,683	
DL4				0,508
DL10				0,839
DL18				0,585
Value	4,366	4,269	4,020	2,642
Percentage of Variance	18,981	18,562	17,479	11,487
Percentage of Total Variance	18,981	37,543	55,022	66,509

Kaiser-Meyer-Olkin (KMO) test and Bartlett Sphericity Test were applied to determine the research's suitability for factor analysis. The KMO value for the scale is 0.918; The global significance value is 0.000. According to the varimax rotational factor analysis results for transformational leadership, 66,509% of the structure can be explained as 4 dimensions. The dimension of providing intellectual encouragement and showing individual care explains 18.981% of the structure, the dimension of providing acceptance of group goals 18.562% of the structure, the dimension of providing inspiration and being a good role model for 17.479% of the structure, and the dimension of having high success expectation explains 11,487 of the structure. As a result of the factor analysis, it was seen that all items were placed under the relevant sub-dimensions within the scope validity, and the factor load values were above 0.4.

Factor Analysis of Organizational Identification Scale

The factor analysis for the organizational identification scale is shown below.

Table 3: Factor Analysis of Organizational Identification

	Organizational Identification
ÖÖ1	0,640
ÖÖ2	0,712
ÖÖ3	0,734
ÖÖ4	0,834
ÖÖ5	0,830
ÖÖ6	0,747
Value	3,397
Percentage of Variance	56,617
Percentage of Total Variance	56,617

According to the factor analysis results for the organizational identification scale, 56,617% of the structure can be explained under one dimension. The KMO value for the scale is 0.879; the global significance value is 0.000. As a result of the factor analysis on organizational identification, it is seen that all items are placed under one dimension, and factor load values are above 0.4.

Factor Analysis of Intention to Leave the Job Scale

The factor analysis for the intention to leave the job scale is shown below.

Table 4: Load Values of Intention to Leave Scale

	Intention to Leave
İAN1	0,794
İAN2	0,838
İAN3	0,912
İAN4	0,882
Value	2,942
Percentage of Variance	73,555
Percentage of Total Variance	73,555

According to the factor analysis results for the intention to leave scale, 73,555% of the structure can be explained under one dimension. The KMO value for the scale is 0.813, and the spherical significance value is 0.000. As a result of the factor analysis on the intention to leave, it is seen that all the items are placed under one dimension, and the factor load values are above 0.4.

Reliability Results

Cronbach's Alpha analysis was applied to examine the reliability levels of the scales used in the research. The evaluation was made according to the following range (Çakır, 2014:3).

0.00 < α < 0.40 not reliable

0.40 < α < 0.60 at low reliability

0.60 < α < 0.80 enough reliable

0.80 < α < 1.00 highly reliable

Sub-Dimensions	The Number of Items	Cronbach's Alpha	Reliability
Providing Intellectual Encouragement and Showing Individual Care	8	0,897	Highly Reliable
Providing Acceptance of Group Goals	5	0,914	Highly Reliable
Providing Inspiration and Being an Appropriate Role Model	3	0,859	Highly Reliable
Having High Expectations of Success	6	0,669	Enough Reliable
Organizational Identification	6	0,844	Highly Reliable
Intention to Leave	4	0,879	Highly Reliable

As a result of the Cronbach's Alpha analysis applied to determine the reliability levels of the scales, it was seen that all dimensions were reliable enough.

Findings and Comments Related to Averages

The following ranges were used to evaluate the mean levels of transformational leadership, organizational identification, and intention to leave healthcare professionals participating in the study (Çınar, 2010: 271).

1.00-1.80 Very low; - 1.81-2.60 Low; - 2.61-3.40 Medium; - 3.41-4.20 High; - 4.21-5.00 too high.

Table 6: Mean and Standard Deviation Values

	N	Average	Std. Dev.
Providing Intellectual Encouragement and Showing Individual Care	164	2,92	0,968
Providing Acceptance of Group Goals	164	3,17	1,061
Providing Inspiration and Being an Appropriate Role Model	164	3,13	0,989
Having High Expectations of Success	164	3,44	0,891
Organizational Identification	164	3,32	0,900
Intention to Leave	164	2,70	1,213

The results of the analysis conducted to determine the perceptions of the transformational leadership scale's sub-dimensions of the healthcare professionals participating in the research are as follows:

The sub-dimensions of transformational leadership are "intellectual encouragement and individual attention" ($x=2.92$), "providing acceptance of group goals" ($x=3.17$), "providing inspiration and being an appropriate role model" ($x=3.13$) was at a medium level. "Having a high expectation of success," which is one of the sub-dimensions of transformational leadership, was found at a high level ($x=3.44$). It was seen that the dimension with the highest average of the findings was "having high expectation of success," and the dimension with the lowest average was "intellectual encouragement and individual attention." The level of health workers regarding organizational identification was found to be at a medium level with $x=3.32$. The level of intention to quit was found to be at a moderate level with $x=2.70$.

Findings Related to Correlation Analysis

Correlation analysis was performed to determine the relationships between the variables that were the subject of the study.

The results are given in the table below.

Table 7: Correlation Analysis Findings

	1	2	3	4	5	6	7
1. Transformational Leadership	1						
2. Providing Intellectual Encouragement and Showing Individual Care	,866**	1					
3. Providing Acceptance of Group Goals	,883**	,828**	1				
4. Providing Inspiration and Being an Appropriate Role Model	,799**	,692**	,661**	1			
5. Having High Expectations of Success	,676**	,545**	,563**	,532**	1		
6. O. Identification	,508**	,456**	,481**	,448**	,406**	1	
Intention to Leave	-0,116	-,155*	-0,147	-0,151	-0,133	-,201**	1

Low Power: $r < 0,30$, Medium Power: $0,30 < r < 0,70$, High Power: $r > 0,70$ *: The correlation is significant at the 0.05 level. **: The correlation is significant at the 0.01 level.

There is a moderately positive relationship between transformational leadership understanding and organizational identification (0.508 $p < 0.01$). There are medium positive relationships between the sub-dimensions of transformational leadership and organizational identification. Based on this finding, hypothesis H1: "There is a positive and significant relationship between transformational leadership understanding and organizational identification" was accepted. There is no significant relationship between the sense of transformational leadership and the intention to leave. Because of this finding, hypothesis H2: "There is a negative and significant relationship between transformational leadership understanding and turnover intention" was rejected. There is a negative relationship between organizational identification and intention to leave (-0,201) $p < 0.01$). Based on this finding, hypothesis H3: "There is a negative and significant relationship between organizational identification and turnover intention" was accepted.

Findings Related to Analysis of Differences (T-Test and One-Way Analysis of Variance (ANOVA))

An independent sample t-test was conducted to determine whether there was a difference between the genders of the participants in the study.

Table 8: Examination of Differences by Gender (t-test)

	Gender	N	Average	Std. Dev.	t	p
Transformational Leadership	Male	75	3,16	,903	780	0,436
	Female	89	3,05	,818		
Providing Intellectual Encouragement and Showing Individual Care	Male	75	1,00	,407	1,077	0,283
	Female	89	,925	,418		
Providing Acceptance of Group Goals	Male	75	1,09	,350	1,196	0,233
	Female	89	1,02	,409		
Providing Inspiration and Being an Appropriate Role Model	Male	75	1,03	,452	-	0,967
	Female	89	1,03	,378		
Having High Expectations of Success	Male	75	1,14	,355	-0,78	0,938
	Female	89	1,15	,331		
Organizational Identification	Male	75	3,33	,915	,185	0,853
	Female	89	3,31	,893		
Intention to Leave	Male	75	2,71	1,26	0,38	0,970
	Female	89	2,70	1,18		

As a result of the analysis, there is no difference between men and women in transformational leadership, organizational identification, and intention to leave. To determine the differences in terms of age groups, education level, and working time, ANOVA analysis was applied, and the results were given in tables.

Table 9: Analysis of Differences by Age Groups (ANOVA)

	Age Groups	N	Average	Std. Dev.	F	p
Transformational Leadership	18-24	39	3,20	,894	1,323	,269
	25-34	56	2,94	,898		
	35-44	40	3,25	,807		
	45-54	29	3,06	,769		
Providing Intellectual Encouragement and Showing Individual Care	18-24	39	1,01	1,01	1,074	,362
	25-34	56	0,88	0,88		
	35-44	40	1,01	1,01		
	45-54	29	0,95	0,95		
Providing Acceptance of Group Goals	18-24	39	1,10	1,10	,807	,492
	25-34	56	0,99	0,99		
	35-44	40	1,10	1,10		
	45-54	29	1,04	1,04		
Providing Inspiration and Being an Appropriate Role Model	18-24	39	1,03	1,03	1,577	,197
	25-34	56	0,97	0,97		
	35-44	40	1,15	1,15		
	45-54	29	0,99	0,99		
Having High Expectations of Success	18-24	39	1,17	1,17	,802	,494
	25-34	56	1,09	1,09		
	35-44	40	1,20	1,20		
	45-54	29	1,15	1,15		
Organizational Identification	18-24	39	3,12	3,12	3,092	,029 3-1,2,4
	25-34	56	3,27	3,27		
	35-44	40	3,68	3,68		
	45-54	29	3,20	3,20		
Intention to Leave	18-24	39	3,04	3,04	2,322	,077
	25-34	56	2,79	2,79		
	35-44	40	2,43	2,43		
	45-54	29	2,45	2,45		

As a result of the analysis, no difference was observed in transformational leadership and its sub-dimensions. However, there is no difference in intention to leave the job. The difference emerged in the dimension of organizational identification. According to this, while the level of participation of those aged 18-24 in the organizational identification dimension is ($x=3,12$), the level of participation of those aged 25-34 is ($x=3,27$), the level of participation of those aged 35-44 is ($x=3,68$) and the participation level of those between the ages of 45-54 is ($x=3,20$). As a result of the Tukey test, which was carried out to determine the source of the difference, it was seen that the difference was between the 35-44 age group rather than other age groups.

Table 10: Examination of Differences by Educational Status

		N	Ave.	Std. Dev.	F	P
Transformational Leadership	High School/Two-year School	79	3,09	,787	2,469	,088
	Bachelor's	51	2,94	,924		
	Master's degree	34	3,36	,872		
Providing Intellectual Encouragement and Showing Individual Care	High School/Two-year School	79	,97	,368	1,833	,163
	Bachelor's	51	,88	,457		
	Master's degree	34	1,05	,434		
Providing Acceptance of Group Goals	High School/Two-year School	79	1,07	,345	1,733	,180
	Bachelor's	51	,97	,415		
	Master's degree	34	1,12	,413		
Providing Inspiration and Being an Appropriate Role Model	High School/Two-year School	79	1,04	,362	2,157	,119
	Bachelor's	51	,95	,495		
	Master's degree	34	1,13	,368		
Having High Expectations of Success	High School/Two-year School	79	1,17	,308	2,725	,069
	Bachelor's	51	1,06	,411		
	Master's degree	34	1,23	,277		
Organizational Identification	High School/Two-year School	79	3,27	,851	1,119	,329
	Bachelor's	51	3,26	1,022		
	Master's degree	34	3,52	,807		
Intention to Leave	High School/Two-year School	79	2,69	1,219	,333	,717
	Bachelor's	51	2,80	1,189		
	Master's degree	34	2,59	1,257		

In terms of educational status, no difference was found based on the dimensions.

Table 11. Examining the Differences in Working Years

	Working Years	N	Ave.	Std. Dev.	F	p	Difference
Transformational Leadership	1-5	58	3,08	,916	1,734	,162	
	6-10	48	2,98	,878			
	11-15	29	3,41	,718			
	16-20	29	3,03	,787			
Providing Intellectual Encouragement and Showing Individual Care	1-5	58	0,92	,427	2,591	,055	
	6-10	48	0,94	,437			
	11-15	29	1,14	,289			
	16-20	29	0,88	,416			
Providing Acceptance of Group Goals	1-5	58	1,03	,374	2,351	,074	
	6-10	48	0,98	,422			
	11-15	29	1,21	,251			
	16-20	29	1,05	,417			
Providing Inspiration and Being an Appropriate Role Model	1-5	58	1,01	,424	,970	,408	
	6-10	48	1,05	,386			
	11-15	29	1,13	,386			
	16-20	29	0,95	,454			
Having High Expectations of Success	1-5	58	1,12	,380	,414	,743	
	6-10	48	1,13	,334			
	11-15	29	1,19	,282			
	16-20	29	1,19	,333			
Organizational Identification	1-5	58	3,13	1,2	4,936	,003	3-1,2,4
	6-10	48	3,33	1,2			
	11-15	29	3,85	1,3			
	16-20	29	3,14	1,0			
Intention to Leave	1-5	58	3,08	,9	3,616	,015	1-2,3,4,
	6-10	48	2,63	,8			
	11-15	29	2,27	,7			
	16-20	29	2,51	1,0			

According to the analysis results of working years, no difference was found in transformational leadership and its sub-dimensions. The difference mainly emerged in organizational identification and intention to leave. For the organizational identification scale, the level of the participants who have worked for 1-5 years is ($x = 3.13$), the level of the participants who have worked for 6-10 years is ($x = 3.33$), and the level of the

participants who have worked for 11-15 years is ($x = 3,85$). According to the findings, the level of participation in organizational identification of the participants who have worked for 11-15 years is higher than the other groups. For the intention to leave scale, the level of the participants who worked between 1-5 years is ($x = 3,08$), the level of the participants who worked between 6-10 years is ($x = 2,63$) and the level of the participants who worked between 11-15 years is ($x = 2,27$), the level of participants who have worked between 16-20 years is ($x = 2,51$). As a result of the Tukey test, it was determined that the difference was between the participants who worked between 1-5 years and other groups. According to this finding, the level of participation in the intention to leave the employees' job in the 1-5 years range is higher than the other groups. Therefore, hypothesis H4: "There are differences between the employees' perceptions regarding the transformational leadership, sub-dimensions, organizational identification and intention to leave in terms of demographic variables" was partially accepted.

CONCLUSION

The results of this study, which was carried out to determine the relationship between the transformational leadership approach and organizational identification and intention to leave, are as follows:

It was seen that three of the sub-dimensions of the transformational leadership scale were at a medium level, and one was at a high level. In this context, it can be expressed that increasing transformational leadership behaviors, which is a critical leadership model today, and increasing transformational leadership perception of the employees will benefit institution. Considering the challenging conditions created by today's Pandemic period in the health sector, it is thought that the transformational leadership model should be applied more and made felt by the employees. It can be stated that increasing the level of organizational identification, which is at a medium level, to higher levels is essential for the long-term activities and success of the institution. Again, it is among the issues that can be recommended for corporate managers to determine the cause of intention to leave the job, which is at a moderate level, and to take the necessary measures. It can be explained that it is crucial to see whether the intention to leave the job is because of personal characteristics, organizational or environmental factors to make provision against.

As a result of the correlation analysis to get the relationships between the variables, there is a moderate and positive relationship between the transformational leadership approach and organizational identification. Therefore, as transformational leadership behaviors increase, organizational identification increases; in other words, transformational leadership behaviors should be increased to increase organizational identification.

There is no significant relationship between the sense of transformational leadership and the intention to leave. A low-level and negative relationship was identified between organizational identification and intention to leave. It means that as identification increases, the intention to leave decreases.

As a result of the analyses on the differences, no difference was found in terms of gender and education levels. It may be because of the sector's structure. Since the activities in

the health sector are standard, it is thought that there is no difference between genders and education levels.

The difference for among groups is seen only in the dimension of organizational identification. It was determined that the difference was between those in the 35-44 age range and the other age groups. Accordingly, it can be said that individuals in the 35-44 age group have higher levels of participation in organizational identification than other age groups. This can be explained by the fact that those in this age range are less willing to work in a new business than younger ones. They are more mature in their jobs and do not think about retirement like those over 45 years old. In other words, this situation results from employees being at the highest level of their experience and knowledge and their willingness to reflect this to work fully.

According to the findings of difference analysis for the working year, there are differences in organizational identification and intention to leave. The level of employees 'participation in organizational identification between 11-15 years is higher than the other groups. It can be said that this finding arises from individuals who have worked in the business for an extended period and assimilated, used to the business, and have high organizational commitment.

According to the result in terms of intention to leave, it is seen that the level of individuals who are for 1-5 years is higher than other groups. It is possible to say that this finding is due to the generation characteristics and career perspectives of the individuals in this group. However, it is possible to state that it originates from individuals who have different expectations from the business and think that these expectations are not met.

This study was carried out in a private hospital in the province of Van limits the study significantly. Moreover, too busy work of the health sector workers and the fact that the health workers in other groups did not have time to answer the questionnaire also had a limiting effect on the generalization of the study results. Therefore, conducting this study with larger samples and covering other sectors may provide different results. Considering these issues and including the effective factors in organizational identification and intention to leave are advised for those who want to research in the same field in the future.

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