

Testing Job Satisfaction as a Mediator Between Managers 'Charismatic Leadership and Followers' Affective Organizational Commitment

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ABSTRACT

Leadership, affective organizational commitment, and job satisfaction have become important processes among the contemporary human resource functions in today's businesses. This research aims to determine how charismatic leadership of managers affects the level of affective organizational commitment of white-collar employees and whether job satisfaction has any mediation effect in this relationship. Based on this, data were collected through questionnaire method from 417 white-collar employees of 139 small and medium-sized enterprises operating in the manufacturing industry in Istanbul. Hierarchical regression analysis was used to test the hypotheses. According to the results of the research that job satisfaction partially mediates the relationship between the charismatic leadership style of managers and the affective organizational commitment of white collar employees. In the literature, there has been no similar study the mediating role of job satisfaction in the relationship between charismatic leadership style and affective organizational commitment. With this research, various theoretical and practical implications are presented.

Keywords: Charismatic Leadership, Affective Organizational Commitment, Job Satisfaction, Social Identity Theory, Social Exchange Theory, Psychological Contract Theory

JEL Codes: M10, M12, M54

1. INTRODUCTION

In recent years, labor turnover rates in enterprises have been rapidly increasing and employees can promptly move from one business to another by taking all organizational learning with them. A major challenge for most businesses is not only to attract talented employees but also to retain them and build their loyalty (Buchanan, 1974). These difficulties worsen when inter-sectoral competition is intense (Rainey, 2014). Both scholars and practitioners agree that as the dynamics of competition accelerate, people become perhaps the only true source of sustainable competitive advantage. When businesses operating in the same sector are analyzed, it is observed that employees of businesses that have a competitive advantage are more competent, even if they use the same raw materials

or technologies (Davis & Simpson, 2017). In order to reduce the loss of human capital in businesses, it is an important requirement to manage the affective commitment of employees, to increase their motivation and to ensure that they have the highest level of job satisfaction from their jobs (Mastracci, 2013). High level of affective commitment leads to increased knowledge sharing (Alvesson, 2001), increased organizational citizenship behavior (Meyer, et al., 2002), increased business performance, decreased workforce turnover (Allen & Meyer, 1996; Vandenberghe & Tremblay, 2008; Ahmad, Ahmad, & Shah, 2010; Hettiarachchi & Jayeahua, 2014) and active participation of employees in the work (Allen & Meyer, 1990). Like affective commitment, job satisfaction is critical for understanding an employee's behavior (Meyer et al., 2002), increasing motivati-

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on and job performance, and ensuring the success of a business (Park & Rainey, 2007; Solinger, Van Olffen, & Roe, 2008; Aamodt, 2012; Rainey, 2014). One of the critical antecedents of both affective commitment and job satisfaction is leadership (Lok & Crawford, 2004). Leaders are individuals who have significant contributions in creating favorable and supportive conditions in the work environment (Raelin, 2003).

For nearly three decades, various research have been conducted on charismatic, visionary and transformational leadership theories. Among those, charismatic and transformational leadership theories have attracted great attention. When the leadership literature is reviewed, it is obviously observed that the terms transformational leadership and charismatic leadership are used interchangeably in empirical studies improperly (Shastri, Shashi Mishra, & Sinha, 2013). In fact, charismatic leadership is a subcomponent of transformational leadership (Antonakis, 2003), and it needs to be discussed distinctively from the transformational leadership style (Machokoto, 2019).

Studies reveal that there is an empirical relationship between leadership styles of managers and the affective commitment of their followers (Bono & Judge, 2003; Bell-Roundtree, 2004; Metscher, 2005; Walumbwa et al., 2005; Emery & Barker, 2007). However, it is noteworthy that in the leadership literature there is not a sufficient number of empirical studies on the relationship between charismatic leadership and affective commitment. Machokoto (2019) states that previous research have overlooked to relate charismatic leadership with affective organizational commitment, and this relationship needs to be explored further. It is a known fact that organizations focus on human resource needs such as employee mood, job satisfaction, and affective commitment to achieve superior performance. As a result, considering that leadership is of great importance when initiating human relations in organizations (Mosadeghrad, 2003), investigating the relationship between charismatic leadership and affective organizational commitment can contribute to both practitioners and theoreticians.

According to the social identity theory (Tajfel & Turner, 1985), it is inevitable for individuals to define themselves as members of a social group, to feel a deep sense of belonging to the social groups to which they belong, and to have a high level of affective commitment to that social groups (i.e. their organizations) by making this social identity a part of themselves. Their followers also perceive the charismatic leader as a role

model, internalize and identify with his/her values and vision. As a result, a charismatic leader can strengthen followers' affective organizational commitment (Shamir, Zakay, & Popper, 1998; Rowden, 2000; Yang, Tsai, & Liao, 2014; Gebert, Heinitz, & Buengeler, 2016) by enabling them to feel a deep sense of belonging to their organizations and to make this collective identity a part of themselves (Conger, Kanungo, & Menon, 2000).

On the other hand, a charismatic leader who communicates his/her high expectations and believes that these expectations will be met can affect the self-efficacy (Avolio & Gibbons, 1998) and job satisfaction levels of his/her followers. (Conger, Kanungo, & Menon, 2000). Factors affecting the job satisfaction level of employees are wage and social security policy, physical environment, demographic factors, management style, fellow workers, communication, working hours and vacation occasions, promotion, additional benefits, the nature of the job itself, and rewards. According to the social exchange theory, the more attentive the managers who display charismatic leadership towards their followers, the more positively the followers will feel compelled to respond. For this reason, charismatic leaders can increase the level of job satisfaction of their followers by identifying their needs, expectations, and desires (Sosik, 2005) and making them feel that they are valued and cared (Saks, 2006). It was also empirically supported that leaders who gain the trust and support of their followers lead to superior productivity, job satisfaction, and affective organizational commitment (Tejeda, Scandura, & Pillai, 2001).

The relationship between job satisfaction and affective commitment plays a critical role in the success of businesses. Organizational performance depends not only on the skills and abilities of the human resources, but also on job satisfaction and affective commitment of the employees. Employees with high level of job satisfaction will adopt their organizations and align their own goals and objectives with the organizational goals and objectives, and thus they will see the success of their organizations as their own success. A number of researchers have investigated whether there is a relationship between job satisfaction and affective commitment. Most empirical findings identified job satisfaction as the antecedent of affective commitment (Bagozzi, 1980; Bateman & Strasser, 1984; Williams & Hazer, 1986; Vandenberg & Lance, 1992; Randall, 1993; Redfern et al., 2002; Kim, Leong, & Lee, 2005; Aamodt, 2012; Chordiya, Sabharwal, & Goodman, 2017). However, some researchers found out no relationship

between job satisfaction and affective commitment (Curry et al., 1986). Although discussions on the causal ordering between affective commitment and job satisfaction continue (Mathieu & Zajac, 1990; Vandenberg & Lance, 1992; Park & Rainey, 2007; Sharma & Bajpai, 2010; Caillier, 2013), this research suggests that job satisfaction has a positive effect on affective organizational commitment and explain this argument on the basis of psychological contract theory (Chordiya, Sabharwal, & Goodman, 2017). According to the psychological contract theory, when individuals perceive that their organization values them, they will exhibit a higher level of affective commitment to their organizations. That is, if employees are satisfied with their job, they will respond by developing desired attitudes and positive feelings towards their organizations.

In line with the above-mentioned theories, this research aims to contribute to the charismatic leadership literature by investigating the relationship between the charismatic leadership style of managers and the affective organizational commitments of their followers, and the mediating role of job satisfaction in this relationship. For this purpose, data were collected, through a questionnaire method, from white-collar employees in small and medium-sized enterprises operating in the manufacturing industry in Istanbul.

The top management in organizations can promote charismatic leadership by way of organizing through displaying charismatic leadership and acting as a role model for the lower-level management. By communicating the organizational vision, managers who display charismatic leadership can motivate employees and organize their efforts. On the other hand, top management has a strong influence on strategy, culture, systems, and practices (Wang et al., 2011). For this reason, white-collar workers were preferred in this study.

The next section presents the hypothesis development followed by research methodology design. Empirical findings are then reported. Finally, theoretical contributions are discussed and both theoretical and managerial implications are provided that may give insight to both researchers and managers.

2. HYPOTHESIS DEVELOPMENT

2.1. Charismatic Leadership and Affective Organizational Commitment

The concept of charisma is used to describe a special gift that exceptional people have and gives them

the ability to do unconventional things (Shastri, Shashi Mishra, & Sinha, 2013). Charismatic leadership is one of the modern leadership theories (Mumford et al., 2008), and a three-stage charismatic leadership model was developed by Conger and Kanungo (1998). In the first stage, charismatic leaders evaluate both the business environment (environmental sensitivity) and the needs of their followers (sensitivity to members' needs) for growth opportunities. In the next stage, they provide an inspiring strategic vision (vision and articulation). In the third stage, they display their self-confidence by confirming their belief in the vision they offer (personal risk) and build trust and loyalty in the relationships with their followers through unconventional behaviors. When followers trust their leaders and attribute positive qualities to them, a charismatic relationship emerges in which values are harmonious and the leader is perceived as a role model (Gebert, Heinitz, & Buengeler, 2016). In addition, people who display this leadership style tend to make radical changes by criticizing the status quo in order for the organization to achieve its goals (Shastri, Shashi Mishra, & Sinha, 2013).

A charismatic leader influences the self-concept of her/his followers, helps them identify with the mission and goals of the organization, and leads to perform beyond their duties by improving their sense of commitment (Shamir, House, & Arthur, 1993; Cicero & Pierro, 2007). According to the social identity theory (Tajfel & Turner, 1985), a charismatic leader associates the identity of her/his followers with the collective identity of the organization, enabling followers to have a deep sense of belonging to their organizations and to make this collective identity a part of themselves (Shamir, House, & Arthur, 1993; Conger, Kanungo, & Menon, 2000). That is, she/he transforms followers' needs, values, preferences, and desires from personal interests to collective interests. Moreover, rather than offering her/his followers financial incentives and threat of punishment, she/he gives meaning to work by instilling a moral purpose (Shamir, House, & Arthur, 1993) and, thus, strengthens the affective organizational commitment of her/his followers (Barling, Weber, & Kelloway, 1996).

There are three types of organizational commitment, which are affective commitment, continuance commitment, and normative commitment (Meyer & Hersovitch, 2001). Affective commitment is the pleasure of an employer feels towards her/his organization and identification with the organization (Bergman, 2006). In other words, it is an individual's commitment to his/her

organization by heart, being identified with the organization, embracing business goals wholeheartedly, and being proud of his/her organization (Bulut et al., 2009). Continuance commitment is a person's commitment to stay in the organization due to economic incentives. Normative commitment is a commitment based on a sense of moral obligation (Meyer & Allen, 1991). The continuance and normative foundations of commitment are criticized for being inconsistent with affective commitment. Researchers claim that an individual's attitudes to stay in an organization due to the economic benefits and moral obligations may not match the attitudes of another individual having high levels of affective commitment to the organization (Solinger, Van Olffen, & Roe, 2008; Stazyk, Pandey & Wright, 2011). In addition, affective commitment is more appropriate than other types of commitment to predict positive organizational outcomes (Wright & Bonett, 2002; Ng & Feldman, 2011). This research, following Mowday, Steers & Porter (1979), Wright & Bonett (2002) and Ng & Feldman (2011), focused on affective commitment (Wasti, 2002), which is a universal component of organizational commitment.

According to Bass (1997), a charismatic leader with her/his own articulation power can encourage her/his followers to develop a strong affective commitment to their organizations and to perform above their own efforts. The affective organizational commitment that the employees feel towards their organizations reflects the mutual integration between the employee and the organization. The most important characteristic of employees with strong affective commitment is that they continue to stay in their organizations not because they need to stay, but because they want it (Zangaro, 2001). Shamir, Zakay & Popper (1998) found out that a charismatic leader influences the social identities and organizational dependencies of her/his followers, thus strengthening their organizational commitment. In another study, it was revealed that when managers exhibit a high level of charismatic leadership behavior, employees' affective commitment to their managers and their organizations increases (Yang, Tsai, & Liao, 2014). Rowden (2000) concluded that charismatic leader behaviors, such as sensitivity to members' needs and having a clear vision, are positively associated with affective commitment. Similarly, other studies supported that there is a significant positive relationship between the charismatic leadership components of formulating vision, environmental sensitivity, displaying unconventional behaviors and affective commitment (Gül & Çöl, 2003). According to Gebert, Heinitz, & Bu-

engeler (2016), the affective commitment of followers is the motivational consequence of the charismatic leadership. This type of leaders stimulate their followers emotionally and motivationally and identify with their followers through the vision and mission they communicate. Followers feel self-respect, trust, and belief for the leader, being appreciated by the leader and, thus, the internal motivation of the followers increases. Based on this, the following H1 hypothesis was developed:

H1: There is a significant positive relationship between managers' charismatic leadership styles and their followers' affective organizational commitment.

2.2. Charismatic Leadership and Job Satisfaction

Job satisfaction is an attitude of employees towards their jobs that can be positive or negative (Greenberg, 2011). In other words, it can be defined as the positive emotional form that an individual feels as a result of his / her own characteristic evaluation (Robbins & Judge, 2001). Organizations having employees with high job satisfaction levels have lower labor turnover rates, but higher productivity and business performance (Eliyana, Ma'arif, & Muzakki, 2019).

Individuals can be satisfied with their jobs when a factor or condition motivating them is met (Furnham, Eracleou, & Chamorro-Premuzic, 2009). When the factors affecting the job satisfaction levels of individuals are reviewed, it is seen that an employee's relations with the organization, manager, and fellow workers are important (Lu, While, & Barriball, 2005). In the relations of the employees with their organizations, emphasis is placed on the employees' identification with the organizational goals and their commitment to the organization. According to Lok & Crawford (2004), leadership style is an important antecedent of job satisfaction.

Charismatic leaders are individuals who exert intense social influence on their followers through unique behaviors (House, 1999). When managers who display charismatic leadership style align their words and actions with the organizational goals, it becomes easier for employees to identify with the vision conveyed by their managers (Cicero & Pierro, 2007). Charismatic leaders who convey their high expectations to their followers and believe that these expectations will be met, can increase their followers' self-efficacy (Avolio & Gibbons, 1998) and their job satisfaction (Conger, Kanungo, & Menon, 2000). Social exchange theory (Blau, 1960) is one of the most effective conceptual

elements for addressing and understanding workplace behavior (Cropanzano & Mitchell, 2005). In this theory, emphasizing the reciprocity norm, it is stated that when a positive attitude is displayed towards an individual during social exchanges, this individual feels a responsibility to exhibit a positive behavior that was not specified in exchange for (Çetin & Şentürk, 2016). Therefore, as a manager with a charismatic leadership style determines the needs, expectations, and desires of his followers with his ability to observe the environment (Sosik, 2005), in other words, as a result of being sensitive to members' needs, the job satisfaction levels of the followers may increase in return (Rowden, 2000).

In the literature, although there is a limited number of studies that empirically investigate the relationship between charismatic leadership and job satisfaction, there are studies pointing out a positive significant relationship between charismatic leadership and job satisfaction (Shamir, House, & Arthur, 1993; Cicero & Pierro, 2007; Vlachos, Panagopoulos, & Rapp, 2013; Yavan, Sökmen, & Büyük, 2018). Some of these studies are as follows: In the research conducted by Zehir et al. (2011) on employees working in national and international companies, it was concluded that there is a positive relationship between formulating vision, not maintaining the status quo, and taking personal risk dimensions of the charismatic leadership and job satisfaction. In a study in the health sector, it was concluded that there is a positive relationship between formulating vision and being sensitive to members' needs and job satisfaction (Holloway, 2012). Similarly, in a study in production companies, it was observed that there is a significant positive relationship between the charismatic leadership of managers and the job satisfaction level of their followers. (Vlachos, Panagopoulos, & Rapp, 2013). Based on this, the following H2 hypothesis was developed.

H2: There is a significant positive relationship between managers' charismatic leadership styles and their followers' job satisfaction level.

2.3. Job Satisfaction and Affective Organizational Commitment

In the organizational behavior literature, the popularity of the topics related to job satisfaction and affective commitment has prompted researchers to explore the relationship between those two variables. A number of researchers investigated whether there is a relationship between job satisfaction and affective commitment, and if so, in what direction it emerges.

Some researchers argued that there is both a strong correlation between job satisfaction and affective commitment and job satisfaction is a construct that can be distinguished from affective commitment (Mathieu & Zajac, 1990; Markovits et al., 2010; Davis, 2013). As a result, although the findings of studies examining the causal order of job satisfaction and affective commitment yielded contradictory results (Mathieu & Zajac, 1990; Vandenberg & Lance, 1992; Park & Rainey, 2007; Sharma & Bajpai, 2010; Caillier, 2013) models that anticipate satisfaction as an antecedent of affective commitment appear to be notably accepted (Bagozzi, 1980; Bateman & Strasser, 1984; Williams & Hazer, 1986; Vandenberg & Lance, 1992; Randall, 1993; Schwepker, 2001; Redfern et al., 2002; Kim, Leong, & Lee, 2005; Aamodt, 2012; Chordiya, Sabharwal, & Goodman, 2017).

The importance of job satisfaction is undeniable for employees to have a high level of affective commitment to their organizations (Aamodt, 2012). This research claims that job satisfaction will have a positive effect on affective organizational commitment and bases this claim on the psychological contract theory (Carbery et al., 2003). According to psychological contract theory, when individuals perceive that their organizations value them, they will respond with a stronger affective commitment to their organizations. The foundations of the psychological contract theory can be seen in the theory of social exchange (Petersitzke, 2009). According to the social exchange theory, individuals interact with one another and develop and maintain their relationships depending on the exchange of resources they value. That is, individuals satisfied with the nature of the job, compensation, promotion, job autonomy, organizational policies, career opportunities, training, and development opportunities, which are the important determinants of job satisfaction, are more likely to respond with a strong affective commitment to their organizations (Cropanzano & Mitchell, 2005). Based on this, the following H3 hypothesis was developed:

H3: There is a significant positive relationship between job satisfaction and affective organizational commitment.

2.4. Mediating Role of Job Satisfaction in the Relationship between Charismatic Leadership and Affective Organizational Commitment

As discussed for the development of H1 and H2 hypotheses, the charismatic leadership of managers is thought to be a key mechanism to facilitate their

followers' job satisfaction and affective commitment. In the literature, there are various studies revealing that there is a significant positive relationship between charismatic leadership style and affective organizational commitment (Shamir, Zakay, & Popper, 1998; Rowden, 2000; Gül & Çöl, 2003; Yang, Tsai, & Liao, 2014). At the same time, there are studies showing that there is a significant positive relationship between charismatic leadership style and job satisfaction levels of followers. (Shamir, House, & Arthur, 1993; Cicero & Pierro, 2007; Zehir et al., 2011; Holloway, 2012; Vlachos, Panagopoulos, & Rapp, 2013; Yavan, Sökmen, & Mustache, 2018). In addition, as discussed during the development of the H3 hypothesis, there are studies in the literature stating that the level of affective organizational commitment rises as job satisfaction increases (Bagozzi, 1980; Bateman & Strasser, 1984; Williams & Hazer, 1986; Vandenberg & Lance, 1992; Randall, 1993; Schwepker, 2001; Redfern et al., 2002; Kim, Leong, & Lee, 2005; Aamodt, 2012; Chordiya, Sabharwal, & Goodman, 2017). However, no prior study investigating the mediating role of job satisfaction in the effect of charismatic leadership style on employees' affective organizational commitment was encountered. Based on this, the following H4 hypothesis was developed:

H4: Job satisfaction has a mediating role in the relationship between managers' charismatic leadership styles and their followers' affective organizational commitment.

In this study, based on the argument that job satisfaction may have a mediating role in the relationship between the charismatic leadership style of managers and the affective organizational commitment of their

followers, the following conceptual research model was developed as seen in Figure 1.

3. RESEARCH METHODOLOGY

3.1. Research Sample

The sample of the study consists of 417 white-collar employees from 139 small and medium-sized enterprises operating in the manufacturing industry in Istanbul. Data collection process was carried out between October 1 and December 31, 2019 using the simple random sampling method. Questionnaire forms were distributed to 600 people but only 486 people responded. 69 extreme values that distorted the normal distribution were removed from the data set and 417 of the questionnaires were included in the study.

3.2. Data Collection Method

In this study, the questionnaire method was chosen for the purpose of collecting data and testing the hypotheses. The questionnaire form consists of three parts. In the first part, the 5-point Likert-type charismatic leadership scale consisting of 6 dimensions and 24 questions, which was developed by Conger and Kanungo (1994) and adapted to Turkish by Gül (2003) was used. In the second part, the 5-point Likert-type affective commitment scale consisting of 6 questions developed by Meyer, Allen and Smith (1993) and adapted to Turkish by Wasti (2000) was used. In the third part, in order to measure job satisfaction, the 5-point Likert-type INDSALES scale, consisting of 17 questions and 6 dimensions, which was developed by Schwepker in 2001 and used in the study of Vuran (2019) was included. The questionnaire form also included questions on the demographic data of the participants.

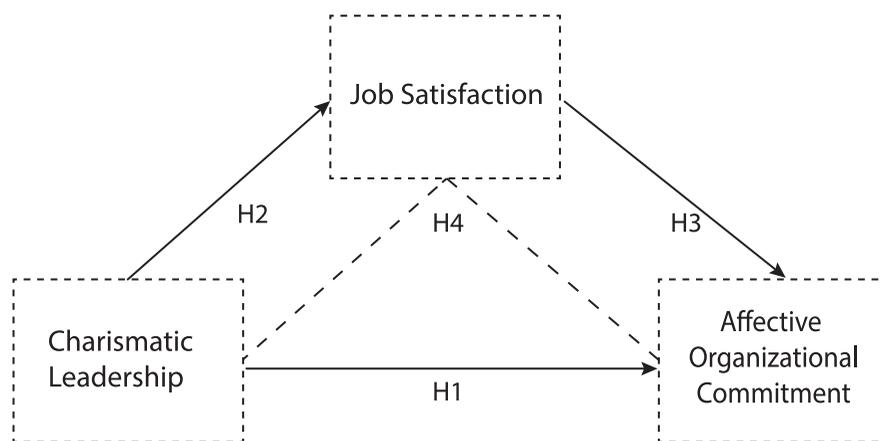


Figure 1: Proposed conceptual model.

3.3. Findings

In this study, data were collected through simple random sampling method from 139 enterprises operating in the manufacturing industry in Istanbul. In the research, 417 questionnaires in total have left after data clearing process from a total of 486 questionnaires from which response was received. Table 1 shows the frequency values related to the demographic characteristics of the participants such as age, gender, education level, experience, and the size of the enterprises in which they are employed in. It was determined that 57.8% of the participants in the study are male and 42.2% of them are female. 89.0% of the participants are under the age of 40. 60.5% of the participants have been working in the same enterprise for a maximum of 10 years, and 39.5% of the employees have been working in the same enterprise for more than 10 years. Since the sample of the study consists of white-collar employees, 56.4% of the participants have a bachelor's degree.

Table 1: Demographic Data

		Frequency	Percent
Gender	Male	241	57.8
	Female	176	42.2
Age	20-30	180	43.2
	31-40	191	45.8
	41-50	46	11.0
Experience	1-5	208	49.9
	6-10	44	10.6
	11-15	32	7.6
	16 and more	133	31.9
Firm Size	50 and less	161	38.6
	50-250	52	12.5
	251-500	83	19.9
	500 and more	121	29.0
Education	High School	45	10.8
	Associate Degree	61	14.6
	Degree	235	56.4
	Master's Degree	40	9.6
	Doctorate	36	8.6
Total		417	100.0

In this study, exploratory factor analysis was conducted to determine under which factor loadings each item was collected without a theoretical guidance. The scales used in the study were included in the factor analysis together. In the exploratory factor analysis, principal component and promax rotation methods were preferred. The main reason for choosing the Promax rotation method is the high level of correlation between variables used in the study (Hair Jr. et al., 2014). In order to measure sampling adequacy, Kaiser-Meyer-Olkin (KMO) test was conducted. The fact that the results for KMO are over 0.70 and the significance value in the Bartlett test of sphericity is less than 0.05 confirms the fit of the data set for factor analysis (Field, 2007). As a result of the factor analysis, the first two questions of the company policy dimension of the job satisfaction scale; the sixth question of the strategic vision and articulation dimension of the charismatic leadership scale; and the second question of the sensitivity to the environment dimension were excluded from the analysis due to low factor loadings. All factor loadings are above 0.50 as seen in Table 2. All variables displayed a factor distribution in line with the literature.

Cronbach's Alpha and AVE (Average Variance Extracted) values of the loaded factors are given in Table 2. In order to ensure the reliability of the factors, the Cronbach α value must be above 0.70, which is the lowest limit accepted in social sciences. Since the Cronbach α values of the factors are above 0.70, it can be said that the measurement scales used in the questionnaire forms are reliable. In order to say that there is convergent validity between factor structures, AVE values must be above 0.50 (Hair et al., 2019). Therefore, it can be said that factor structures have convergent validity.

In order to examine the possible effect of common method variance (CMV), Harman's one-factor test was applied (Podsakoff et al., 2003). This test is performed by compelling the factor items to be loaded into a single factor without using any rotation method during exploratory factor analysis and evaluating the total explained variance. Exploratory factor analysis showed that 13 factors explained 71.29% of the total variance. On the other hand, the single factor explained 25.19% of the total variance as a result of compelling the factor items to be loaded into a single factor without using any rotation method. Since this value alone does not explain a significant part of the variance (<0.50), it can be said that there is no common method variance problem in the data set.

Table 2: Factor Analysis Results

Variable	Dimensions	Code	Factor Loadings	Cronbach's Alpha	AVE	Variance Explained (%)
Job Satisfaction (JS)	JS Job	JSJ1	0.775	0.761	0.608	2.524
		JSJ2	0.770			
		JSJ3	0.794			
	JS Promotion	JSP1	0.675	0.817	0.614	4.054
		JSP2	0.855			
		JSP3	0.809			
	JS Pay	JSPY1	0.880	0.835	0.755	2.236
		JSPY2	0.858			
	JS Supervisor	JSS1	0.779	0.793	0.666	3.073
		JSS2	0.806			
		JSS3	0.862			
	JS Company Policy	JSCP1	0.715	0.767	0.532	1.010
		JSCP2	0.743			
	JS Fellow Workers	JFSW1	0.866	0.788	0.781	2.100
		JFSW2	0.909			
Affective Organizational Commitment	Affective Commitment	AC1	0.519	0.866	0.564	10.288
		AC2	0.667			
		AC3	0.789			
		AC4	0.928			
		AC5	0.792			
		AC6	0.748			
Strategic Vision And Articulation	Strategic Vision And Articulation	SVA1	0.924	0.879	0.608	25.245
		SVA2	0.921			
		SVA3	0.726			
		SVA4	0.667			
		SVA5	0.606			
Sensitivity To The Environment	Sensitivity To The Environment	STE1	0.898	0.837	0.510	3.553
		STE3	0.703			
		STE4	0.644			
		STE5	0.652			
		STS6	0.641			
Unconventional Behaviour	Unconventional Behaviour	UB1	0.824	0.779	0.661	4.430
		UB2	0.858			
		UB3	0.754			
Personal Risk	Personal Risk	PR1	0.622	0.820	0.548	6.968
		PR2	0.518			
		PR3	0.911			
		PR4	0.842			
Sensitivity To Members' Needs	Sensitivity To Members' Needs	SMN1	0.762	0.783	0.618	2.624
		SMN2	0.859			
		SMN3	0.732			
Does Not Maintain Status Quo	Does Not Maintain Status Quo	DSQ1	0.815	0.712	0.704	2.179
		DSQ2	0.863			
Charismatic Leadership						

Not: Promax Rotation Principal Component Factor Analysis

KMO: 0.895; Bartlett: 8756.436*** df: 903

Total Variance Explained (%): 71.285%

*p<0.05, **p<0.01, ***p<0.001

Before analyzing the data from the averages of the factor loads, it is necessary to question whether the data set is normally distributed or not. Garson (2012) argues that in order to say that a data set satisfies normal distribution, the skewness and kurtosis values of all variables must take a value between -2 and +2. The skewness and kurtosis values of the variables were calculated as following: JS Job; skewness: -0.350, kurtosis: -0.864; JS Promotion; skewness: 0.530, kurtosis: -1.360; JS Pay; skewness: 1.113, kurtosis: 0.547; JS Supervisor; skewness: -1.263, kurtosis: 1.127; JS Company Policy; skewness: -1.713, kurtosis: 1.127; JS Fellow Workers; skewness: -1.480, kurtosis: 1.107; Affective Commitment; skewness: 0.480, kurtosis: -0.307; Strategic Vision and Articulation; skewness: 0.503, kurtosis: -0.467; Sensitivity To The Environment; skewness: 1.412, kurtosis: -0.677; Unconventional Behaviour; skewness: -1.302, kurtosis: -0.703; Personal Risk; skewness: 1.302, kurtosis: 0.433; Sensitivity To Members' Needs; skewness: -1.201, kurtosis: -0.678; Does Not Maintain Status Quo; skewness: 0.701, kurtosis: -0.378. The skewness and kurtosis values of all variables used in this study were examined and it was found that these values were between -2 and +2. As a result, it can be stated that this data set has a normal distribution. Based on this, analyses were performed and the Pearson correlation coefficients of the variables are reported in Table 3. In the correlation analysis in this table, the direction and the level of the

linear relationships between variables are examined. Since the diagonal of the correlation matrix shows the variables themselves, these values are always 1. Instead, the square root of AVE (Average explained variance) values were added. These values support the discriminant validity between scales (Hair et al., 2019). Thus, regression analysis can be performed.

Table 4 shows the results of the hierarchical regression analysis of the variables of charismatic leadership, job satisfaction, and affective organizational commitment. The 4-step procedure of Baron and Kenny (1986) was followed in the investigation of the mediation effect. According to Baron and Kenny (1986), the following conditions must be satisfied in order to talk about the mediation effect: The independent variable must significantly affect both the dependent variable and the mediator variable. At the same time, the mediator variable must significantly affect the dependent variable. When the mediator variable is added to the model, the mediator variable must have a significant effect on the dependent variable while the effect of the independent variable on the dependent variable must decrease or become insignificant. When the effect of the independent variable on the dependent variable becomes insignificant, it means that there is a full mediation effect. When there is a decrease in the level of the effect of the independent variable on the dependent variable, it means that there is a partial mediation effect

Table 3: Correlations and discriminant validity results

Variable	1	2	3	4	5	6	7	8	9	10	12	13	14
JSJ	<i>(.779)</i>												
JSP	.450**	<i>(.783)</i>											
JSPY	.218**	.486**	<i>(.868)</i>										
JSS	.393**	.500**	.400**	<i>(.816)</i>									
JSCP	.350**	.597**	.395**	.520**	<i>(.729)</i>								
JFSW	.301**	.247**	.144**	.292**	.293**	<i>(.883)</i>							
AC	.465**	.506**	.315**	.472**	.436**	.331**	<i>(.750)</i>						
SVA	.214**	.184**	.092	.312**	.238**	.209**	.282**	<i>(.779)</i>					
STE	.227**	.226**	.133**	.294**	.255**	.198**	.319**	.709**	<i>(.714)</i>				
UB	.115*	.167**	.230**	.205**	.202**	.072	.161**	.322**	.413**	<i>(.813)</i>			
PR	.190**	.195**	.286**	.183**	.167**	.091	.243**	.225**	.375**	.553**	<i>(.740)</i>		
SMN	.197**	.273**	.208**	.323**	.279**	.252**	.335**	.383**	.445**	.337**	.436**	<i>(.786)</i>	
DSQ	.177**	.307**	.254**	.199**	.255**	.120*	.253**	.076	.187**	.085	.252**	.365**	<i>(.839)</i>

Note. JSJ = JS Job, JSP = JS Promotion, JSPY = JS Pay, JSS = JS Supervisor, JSCP = JS Company Policy, JFSW = JS Fellow Workers, SVA = Strategic Vision and Articulation, STE = Sensitivity to the Environment, UB = Unconventional Behaviour, PR = Personal Risk, SMN = Sensitivity to Members' Needs and DSQ = Does not Maintain Status Quo.

Diagonal and italicized elements are the square roots of the AVE (average variance extracted).

** Correlation is significant at the 0,01level (2 tailed)

(Baron & Kenny, 1986). As can be seen from the table, the charismatic leadership has a significant positive effect on affective organizational commitment ($\beta = 0.392$; $p < 0.001$). Also, job satisfaction positively affects affective organizational commitment ($\beta = 0.603$; $p < 0.001$). Job satisfaction is also significantly affected by the charismatic leadership ($\beta = 0.451$; $p < 0.001$). According to these results, the H1, H2 and H3 hypotheses were supported. When charismatic leadership and job satisfaction are taken into the model, it is observed that the coefficients of both are statistically significant and they have a positive effect on the affective organizational commitment. In the last stage, it is seen that the effect of the charismatic leadership on affective organizational commitment declines ($\beta = 0.392 \rightarrow \beta = 0.151$) due to the partial mediating effect of job satisfaction. According to the Sobel test, it was concluded that job satisfaction has a partial mediating role in the effect of charismatic leadership on affective commitment ($Z = 7.093$; $p = 0.000$). In the regression analysis, Variance Inflation Factor (VIF) values were examined and it was observed that this value was 1.255. Therefore, the multicollinearity problem was not encountered in the model. As a result, H4 hypothesis was also supported as seen in Table 4.

4. CONCLUSION AND SUGGESTIONS

Based on social identity, social exchange, and psychological contract theories, this study makes contributions to the literature by investigating the mediating role of job satisfaction in the relationship between the charismatic leadership style of managers and the affective organizational commitment of their followers. Machokoto (2019) emphasizes that

despite their broad interest in leadership (Gandolfi & Stone 2018; Schoemaker, Heaton & Teece, 2018; Waris et al., 2018), researchers overlooked the relationship between charismatic leadership and affective organizational commitment, and calls for a need for further investigation on this relationship. On the other hand, the fact that the results of the studies on job satisfaction and affective organizational commitment generated contradictory findings (Mathieu & Zajac 1990; Vandenberg & Lance, 1992; Park & Rainey 2007; Sharma & Bajpai, 2010; Caillier, 2013), implies that this relationship should be further investigated. Upon those calls, the mediating role of job satisfaction in the effect of the charismatic leadership style of managers on the affective organizational commitment of white-collar employees was researched in this study.

Findings show that the charismatic leadership style of managers has a significant positive effect on affective organizational commitment of white-collar employees. These findings support the current literature (Shamir, Zakay & Popper, 1998; Rowden, 2000; Gül & Çöl, 2003; Yang, Tsai & Liao, 2014; Machokoto, 2019). In addition, it was concluded that the charismatic leadership style of managers has a significant positive effect on the job satisfaction levels of white-collar employees. These results strengthen the research findings in the literature (Shamir, House, & Arthur, 1993; Cicero & Pierro, 2007; Zehir et al., 2011; Holloway, 2012; Vlachos, Panagopoulos, & Rapp, 2013; Yavan, Sokmen, & Biyik, 2018). When the relationship between job satisfaction and affective organizational commitment is examined, it is seen that job satisfaction positively affects affective organizational commitment, and this result provides evidence supporting the models in the literature, predicting job

Table 4: Regression Analysis

Regression Model	Independent Variable(s)	Dependent Variable(s)	Standardized Coefficients β	Adjusted R^2	t Value	F Value	Conclusion
H1	Charismatic Leadership	Affective Organizational Commitment	0.392***	0.151	8.673	75.228***	Supported
H2	Charismatic Leadership	Job Satisfaction	0.451***	0.203	10.287	105.832***	Supported
H3	Job Satisfaction	Affective Organizational Commitment	0.603***	0.362	15.390	236.857***	Supported
H4	Charismatic Leadership	Affective Organizational Commitment	0.151***	0.378	3.478	127.644***	Supported Partial Mediation
	Job Satisfaction	Commitment	0.535***		12.352		

* $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

satisfaction as the antecedent of affective commitment (Bagozzi, 1980; Bateman & Strasser, 1984; Williams & Hazer, 1986; Vandenberg & Lance, 1992; Randall, 1993; Schwepker, 2001; Redfern et al., 2002; Kim, Leong, & Lee, 2005; Aamodt, 2012; Chordiya, Sabharwal, & Godman, 2017).

When the mediating role of job satisfaction in the relationship between the charismatic leadership style of managers and the affective organizational commitment of white-collar employees was examined, it was revealed that job satisfaction has a partial mediating role in this relationship. According to this finding, it can be said that white-collar employees whose level of job satisfaction increases as their managers display charismatic leadership will be more affectively committed to their organizations. However, no prior study on the mediating role of job satisfaction in the relationship between charismatic leadership style and affective organizational commitment was encountered in the literature. In this context, this study can make additional contributions to the current literature by investigating these relationships.

From the perspective of charismatic leadership, these results, on the basis of social identity theory, seem consistent with the definition of charismatic aspects that increase the sense of collective identity. By associating the individual identities of their followers with the collective identity of the organization, charismatic leaders enable their followers to feel a deep sense of belonging to their organizations and to make this collective identity a part of themselves (Shamir, House & Arthur, 1993; Conger, Kanungo, & Menon, 2000). It can be said that followers who internalize and identify with the values and the vision managers convey can adopt a collective identity and develop strong affective commitment towards their organizations.

Job satisfaction is the comfort and inner happiness that an individual aims to obtain from his/her job, superiors, fellow workers, and the organization of which he/she is a member (Karaduman, 2002). In the context of social exchange theory, it can be stated that high quality reciprocal relations are established as a result of the positive actions of managers who display charismatic leadership style towards employees (Eisenberger, et al., 2001), and the level of employee satisfaction can be affected through positive behaviors. It can be said that as a result of a qualified bilateral relationship, trust,

loyalty, and mutual commitment will develop (Cropanzano & Mitchell 2005).

On the other hand, in the context of the psychological contract theory, employees have certain expectations towards their jobs and when these expectations are met, they have job satisfaction (Poyraz & Kama, 2008) and it can be said that the level of affective organizational commitment rises as a consequence (Chordiya, Sabharwal, & Goodman, 2017).

As a result, job satisfaction and charismatic leadership style of managers can be seen as an important aim and mean for organizations in order to increase affective commitment of employees and to retain them. While determining the strategies to be followed in the process of establishing affective commitment, the leadership styles of managers and the job satisfaction levels of the employees should be taken into consideration and plans should be made accordingly. Additionally, it should not be overlooked that the affective organizational commitment levels can be increased as the job satisfaction levels of the employees are increased. As managers pay attention to the needs and requests of their employees and become being steadily in contact and exchange ideas with them about the work environment and the job itself, the job satisfaction level of the employees will be enhanced. The high level of job satisfaction, on the other hand, will increase the level of affective commitment in a cause and effect relationship, and will make it easier for organizations to retain employees. It can be said that organizations that are not able to see their employees as valuable asset will lose their chance to be successful in attaining their future goals.

5. LIMITATIONS

The main limitation of this study is that the data sample consists of white collar employees working in a number of 139 small and medium sized enterprises operating in the manufacturing industry only in Istanbul. It is not so obvious to what extent the findings of the study can be generalized to larger-sized businesses and blue-collar workers. In the future, researchers may extend their data sample to include larger-sized businesses, other industries, and blue-collar workers. In addition, researchers may investigate moderator variables that would strengthen or weaken the relationship between charismatic leadership and affective organizational commitment.

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