

-RESEARCH ARTICLE-

**THE ROLE OF LEADERSHIP PRACTICES IN ORGANIZATIONAL EMOTION MANAGEMENT: A QUALITATIVE RESEARCH IN THE AVIATION INDUSTRY**

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**Abstract**

*Leadership is the power to influence people in a group and direct people to a specific goal. Leadership for organizations; It means taking on a mentoring role to keep up with changes in the competitive environment, gain advantage, and contribute to sustainability. In particular, leaders who guide employees are identified with the ability to manage organizational emotions like an orchestra conductor by supporting employees in their working lives, the building responsibility and self-confidence. In this regard, regardless of the sector and institution, a leader is expected to have the ability to navigate differences. While some sectors require vertical control because they require intense expertise, others are more flexible. However, the aviation sector, which is chosen to implement as the key here, needs both features. However, regardless of the sector, it is not possible to talk about leadership characteristics that are suitable for all conditions, as different variability requires different leadership characteristics. The fact that leadership needs this diversity in practice requires a certain level of flexibility and capacity. This aims to correctly direct the network of relationships at the organizational level. Based on this, this research focuses on the leader-follower relationship and aims to determine the role of leaders in emotional management through their followers. This expansion took place in the aviation sector, whose operational business processes and dynamics are relatively different compared to other service sectors. Content analysis, a qualitative analysis method, was used in the research. The sample of the research, for which a focus group interview was held, consists of 22 professionals working in the aviation industry. The interviews conducted in the research were analyzed with the maxqda 22 program, conceptual coding was made and the findings were determined in terms of relationship intensity and the results were presented.*

**Keywords:** *Leadership, Aviation Management, Organizational Behavior.*

**JEL Codes:** *M12, M14, M54*

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## ÖRGÜTSEL DUYGU YÖNETİMİNDE LİDERLİK UYGULAMALARININ ROLÜ: HAVACILIK SEKTÖRÜNDE NİTEL BİR ARAŞTIRMA<sup>2</sup>

### Öz

*Liderlik, bir gruptaki insanları etkileme ve insanları belirli bir hedefe yönlendirme gücü olarak tanımlanmaktadır. Organizasyonlar için liderlik; Rekabet ortamındaki değişimlere ayak uydurmak, avantaj sağlamak ve sürdürülebilirliğe katkıda bulunmak için mentorluk rolü üstlenmek anlamına gelir. Özellikle çalışanlarına rehberlik eden liderler, onları çalışma hayatlarında destekleyerek, sorumluluk ve özgüven inşasını destekleyerek örgütsel duyguları bir orkestra şefi gibi yönetebilme becerisiyle özdeşleştirilmektedir. Bu bakımdan sektör ve kurum ne olursa olsun bir liderin farklılıkları yönetebilme becerisine sahip olması bekleniyor. Bazı sektörler yoğun uzmanlık gerektirdiğinden dikey kontrole ihtiyaç duyarken, bazıları daha esneklerdir. Ancak burada anahtar olarak hayata geçirmeyi seçtiğimiz havacılık sektörünün her iki özelliğe de ihtiyacı var. Ancak sektör ne olursa olsun, her koşula uygun liderlik özelliklerinden bahsetmek mümkün değildir çünkü farklı değişkenlik, farklı liderlik özelliklerini gerektirir. Özellikle liderliğin pratikte bu çeşitliliğe ihtiyaç duyması belli düzeyde bir esneklik kapasitesi gerektirmektedir. Bunun amacı örgütsel düzeydeki ilişki ağını doğru yönlendirmektir. Buradan hareketle bu araştırma, lider-takipçi ilişkisine odaklanmakta ve takipçileri aracılığıyla liderlerin duygu yönetimindeki rolünü belirlemeyi amaçlamaktadır. Bu genişleme, operasyonel iş süreçleri ve dinamikleri diğer hizmet sektörlerine göre nispeten farklı olan havacılık sektöründe gerçekleşmektedir. Araştırmada nitel analiz yöntemlerinden içerik analizi kullanılmıştır. Odak grup görüşmesi gerçekleştirilen araştırmanın örneklemini havacılık sektöründe çalışan 22 profesyonel oluşturmaktadır. Araştırmada yapılan görüşmeler maxqda 22 programı ile analiz edilerek kavramsal kodlamalar yapılmış ve ilişki yoğunluğu açısından bulgular belirlenerek sonuçlar sunulmaktadır.*

**Anahtar Kelimeler:** Liderlik, Havacılık Yönetimi, Örgütsel Davranış

**JEL Kodları:** M12, M14, M54.

“Bu çalışma Araştırma ve Yayın Etiğine uygun olarak hazırlanmıştır.”

### 1. INTRODUCTION

Behavior Emotions are often included in the organizational behavior literature. With the realization of the emotional dimension of leader-follower relationships, internal research has begun to increase. When it is looked at the leader-follower-themed studies; Published research highlights how positive emotions can be evoked or negative emotions can be reduced by leaders. When it comes to the regulation of interpersonal emotions; Two patterns stand out. People either regulate other people's emotions or motivate them for their individual goals (Vasquez, et al, 2021). In any

<sup>2</sup> Genişletilmiş Türkçe Özet, makalenin sonunda yer almaktadır.

case, the basic definition of leadership is united in influence. Leadership behavior has been the subject of research in many sectors over the years for the effectiveness of an organization and the continuation of dynamic processes. "Impact" is a broad concept that encompasses terms such as emotions, emotion, and mood (Wang et al. 2019; Clarkson et al. 2020). It is known that employees are more likely to develop a positive reaction when a positive influence is shown by the leader (Penalver, et al., 2020; Mukherjee and Sreeja 2018). The positive effect of the leader facilitates the positive social interactions of the organization by increasing communication and strengthening the interaction between individuals (Damen, Van Knippenberg, and Van Knippenberg 2008). There is a social and relational perspective that refers to the potential of the leader to influence followers through an emotional process (Yan et al., 2021; Summerfield 2014; Kort, 2008). When the literature on leadership is examined, it is striking that there are not many studies in the aviation sector. It is understood that this is needed due to the nature of this industry and that this is a deficiency. For this reason, it is decided to establish the relationship between leadership and emotion management in this industry branch, which is our special field of study. First of all, it is shared why this sector is preferred. Most important; The sector needs talented and qualified people with high potential and field knowledge. For example; Such as a pilot, dispatcher, flight operations specialist, fleet planning specialist, and loadmaster. However, considering the world trade volume, it is known that the transportation sector has a share of 33%. The share of the aviation industry in this share is 1/3. Besides these; The fact that the sector is under the direct influence of all kinds of technological, political, sociological, and scientific changes is an important factor. Another reason is; that Turkish Airlines, whose brand awareness is at the top in Turkey, where the research is conducted, takes place in this sector. Turkish Airlines hosted 7.4 million people worldwide in May 2023. It provided this service with 38,473 employees. The conceptual framework of the study brings together leadership and emotion management, which is an important area of management psychology. Emotion management, which is one of the components of individual and organizational effectiveness; refers to the ability to recognize, understand and regulate one's own emotions and those of others. Leadership; includes inspiring and motivating employees to achieve common goals. This study aims to reveal the role of organizational leadership practices on emotion management in the business environment from the perspective of followers. The aviation sector, in which the research is conducted, is open to change due to its high scientific and technological dynamics. This situation means difficulty in determining the leadership style correctly. If the leader is seen by employees as a representative of the organization, employees will be more willing to follow his instructions. Employees think that with this behavior, the organization will achieve its purpose. (Wang et al. 2023). This behavior of work teams is possible with an accepted leader. This gives information about the leadership behavior that can be successful in such organizations. In this study, the roles of the leader in the eyes of the followers are focused on using a qualitative research method. In the first place, theoretical background is presented. Then, a conceptual framework between leadership and emotion management was created. Then, the findings obtained from the analysis in the methodology section were included. Then, a comparative perspective with the studies in the literature was

presented. the results, discussions, and recommendations were presented in the last part.

### **1.1. Theoretical Background of the Research**

The study's theoretical background has been tried to be explained through two different theories. The emotional events theory first proposed by Weiss and Cropanzano (1996) was used. This theory; your behavior in the work environment; argues that it is a critical resource that affects the emotional reactions and attitudes of individuals. The theory includes the leadership style and the work environment's key features. Emotion management theory facilitated by the leader was also used. This theory does not specifically refer to a particular leadership style. This approach represents a set of leader behaviors or strategies used to varying degrees in many leadership styles (Richard, et al, 2023). Humphrey et al. (2008) suggested that leader behavior has the potential to help or hinder followers' attempts to cope with events. In parallel, researchers began to focus more on the leader's role in influencing followers' emotions. However, the emotional events theory claims that business events can be divided into two categories. These; are "distressed or negative" and "uplifting or positive" (Weiss and Cropanzano, 1996). Research on the emotions of individuals in terms of emotional events theory shows that emotions are a result of work events that affect behavior (Rodell and Judge, 2009). For example, an empirical study shows that transformational leadership increases the positive emotions of employees and reduces their negative emotions (Lanaj et al. 2016). According to Weiss and Cropanzano (1996); the Emotional reactions and attitudes of individuals affect their behavior. Recent research on this theory suggests that appropriate emotional responses during or after emotional events are based on a range of social contexts (Cacciotti et al., 2016; Madera and Smith, 2009) and that team emotions constitute one of the most important social contexts for a group. In general, using the theory of emotional events allows us to explore what roles leadership is associated with within the organization and how this relationship can be managed (Siren et al., 2020), while the theory of emotion management facilitated by the leader is obvious. It is the behaviors that organizational leaders are involved in to manage the emotional states of their employees (Kaplan et al., 2014). From this point of view, it can be said that two structures that support each other were used in this study. Emotional events are important events that signal or accelerate the change in the well-being of individuals (Conroy et al., 2017). Additionally, emotional events can trigger shared information about each member's strengths and weaknesses and clarify expectations, roles, and responsibilities (Wegner, 1987). Emotional events thus increase team members' awareness of interaction and provide them with an opportunity to evaluate the leader within the organization (Wong and Law, 2002). Research on leadership argues that understanding and managing emotions is a fundamental feature of effective leaders (Ensari et al., 2011; Erez et al., 2008; Gaddis et al., 2004; Kellert et al., 2002). There are many managers within an organization. However, it is known that not every manager is a leader. Therefore, it is clear that there is a deeper side to a person's acceptance as a leader by the organization to which they belong. In the final analysis; It has been understood that managers who can understand the emotional needs of team members (followers) and show appropriate emotional support are more likely to be

perceived as leaders (Cote et al., 2010). This research; Followers, what are the roles attributed to leadership to a manager within the organization? What can be gained from understanding this? seeks answers to questions. As a result of the study, the theoretical infrastructure is built on these questions. The behavioral patterns of the perception of leadership, which is suitable for a dynamic and multifaceted industry such as the aviation industry are conveyed.

### **1.2. Conceptual Aspects of the Relationship Between Leadership and Emotion Management**

Emotions are intricately intertwined in leadership theories. Emotions are also at the center of the organizational mechanism, with roles such as inspiring followers, establishing interpersonal relationships, and investing in followers (Ashkanasy and Humphrey, 2011). Emotions are the driving force of human motivation and behavior. However, emotions have a significant impact on social interaction (Keltner and Haidt, 1999; Van Kleef, 2009). Individuals experience many emotions in or out of business life. In this sense, emotions are part of human behavior. Emotions are decisive in many areas, from the inner world of the individual to their mutual relations. In other words, emotions play a fundamental role in human behavior (Champoux, 2006). The secret to successful work is learning how to accept and manage emotions. management of emotions; At the neurological and physiological level, emotional experiences against the surrounding conditions are related to the coexistence of people. Emotion management in the organizational sense; is the ability to coordinate the processes that trigger certain behaviors, attitudes, and reactions in the face of emerging events consistent with the organizational culture (Pereira et al., 2021). With this aspect, emotion management is an important and integral part of organizational life (Ashforth and Humphrey, 2003). It is generally accepted by academics that emotions affect work efficiency (Miller et al., 2007). Emotion management theories in organizational research have attributed the key role of successfully managing emotions to leaders (Ashkanasy and Daus, 2002; Huy and Zott, 2019; Thiel et al., 2012). Kaplan et al. (2014), in the leader's emotion management; argued that while talking about recognition, perspective taking, support, presentation, and communication, and maintaining open and frequent interaction, they presented an organizational theme of how leaders manage their own and others' emotions. At this point (Zeimers et al. 2023), in a recent study; found a positive relationship between leadership and emotion management. The literature emphasizes that the influence of the leader is felt in the organizational climate even when he is not in full communication with everyone. This great influence is the oldest and most important activity of the leader; because this effect goes back to biological origins and has been going on since the earliest ages of human history (Goleman et al., 2002). Therefore, one of the main characteristics of the leader is to be an emotional guide for the organization he is in. A leader who can do this creatively can increase productivity by creating collective motivation in his subordinates (Prati et al., 2003). When this phenomenon is evaluated in terms of effectiveness, an effective leader; can be defined as a priest who collects the common emotions in the organization in a positive way and eliminates harmful emotions (Suchy, 1999). As a result, leader-follower interaction includes many emotional elements. As a result, leaders who build strong relationships with their team members

can better understand and respond to their emotions. (Dasborough and Ashkanasy, 2002). Leaders who are honest with the organization often build extra loyalty and trust because they can relate well to their team members. However, when it comes to managing emotions in the workplace, leaders initially face a complex challenge in terms of the depth and duration of emotional states. Leaders who manage this situation well will find a way to differentiate themselves by understanding emotions (Civitella, 2020). A leader's changing the situation of his followers in the organizational environment for the better, taking care of their needs and feelings, provides a positive perception and job satisfaction transformation (Little et al., 2016). Leaders involved in leader-follower interpersonal emotion management actively monitor their followers' emotional experiences and help reduce debilitating negative emotions (Richard et al, 2023). Thus, a leader positively influences his followers with behaviors that will build trust and understanding (Austin and O'Donnell 2013). Emotion management facilitated by the leader represents different leadership styles and various behavioral strategies to varying degrees (Richard et al., 2023). To give a few examples of these; transformational and authentic leadership styles. These styles are emotionally stressed by nature. These styles often focus on the influence of leaders on followers' emotions (Ashkanasy and Humphrey 2011). At this point; A central component of transformative leadership, the charismatic aspect involves spreading positive emotion to followers through mood contagion (Bono and Ilies 2006; Cherulnik et al., 2001). authentic leadership; includes promoting a positive ethical climate in the workplace and facilitating positive behavior (Avolio and Gardner 2005; Walumbwa et al., 2008). However, both transformational and authentic leadership concepts emphasize the regulation of positive emotions to motivate followers or create a desirable climate. These two leadership styles, which come to the fore in managing and directing emotions in the relationship between emotion management and leadership, are generally associated with an increase in positive emotions (Chuang, Judge, and Liaw, 2012).; Transformational leaders are characterized by their vision, charisma, and emotional appeal to inspire and motivate their followers. These leaders often demonstrate exceptional emotion management skills, creating a positive and supportive work environment. Transformational leaders encourage open communication, express empathy, and provide emotional support to team members. Transformational leadership style is associated with higher levels of employee engagement, job satisfaction, and overall organizational performance, while authentic leadership emphasizes the sincerity, transparency, and self-awareness of leaders, which are closely linked to effective emotion management. Leaders with transformative and authentic styles are characterized by reducing or balancing their followers' negative emotional reactions to emotional events. At this point, leadership style includes visible behaviors that organizational leaders are involved in to manage their employees' emotional states (Kaplan et al., 2014).

## **2. METHODOLOGY**

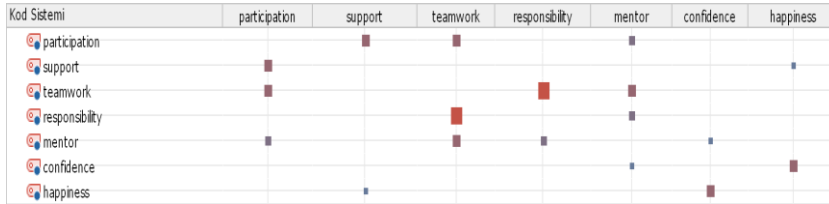
In this study, the qualitative method was used. The qualitative method is a suitable method to explore people's experiences practices and perceptions about the research topic (Braun et al., 2017). The qualitative research paradigm provides an in-depth

understanding of social reality across the spectrum of social research methods. Thus, it gives the chance to develop theories about a particular social phenomenon (Kuckartz and Kuckartz, 2002). The focus of this data analysis is to understand the patterns of the relationship between leadership and emotion management. The aim is to understand the conceptual equivalence of leadership traits with the capacity to manage emotions from the viewer's point of view. Conducting focus group studies as a sample in content analysis, one of the qualitative research methods has many benefits. In this method, since open-ended questions are asked of the people participating in the research, it is possible to obtain the people's relationship with the concepts from their experiences (Polkinghorne, 2005). Maxqda software was used to obtain the findings of this research. Performing qualitative data analysis with MAXQDA supports the researcher's effort to construct empirical types in the case-based analysis process. Writing is always about the responders. It is wanted to remind you that the types mentioned here do not refer to people with certain characteristics or character traits. We are talking about individuals who are close to each other in terms of action, situation, and experience (Kuckartz and Kuckartz, 2002). This is because the focus group interview was used as a sample. MAXQDA provides functions specifically tailored for qualitative data analysis of focus group data (Saillard, 2011). Focus groups (Kitzinger, 1995) are preferred because of their systematic structure that allows for building a solid foundation with one-on-one interviews. MAXQDA provides a variety of code tools that allow specific, useful, and easy coding work. The code system is hierarchically structured and allows the creation of up to ten levels for subcodes (Kuckartz and Kuckartz, 2002). At this point, the code matrix browser is created. This matrix; is a useful tool to see the codes of different texts at a glance (Kuckartz, 2010). The main purpose is to identify differences in a particular part of the data. (Kuckartz and Kuckartz, 2002). In this research, 22 different leaders working in the aviation industry were interviewed. At this stage, about 25 pages of data were collected. The main aim is to correctly direct the network of relationships at the organizational level. Based on this, this research focuses on the leader-follower relationship and aims to determine the role of leaders in emotional management through their followers.?

### **3. FINDINGS**

Interview texts were analyzed to understand the latent knowledge of the relationship between emotion management and leadership. According to the analysis; The codes "teamwork with responsibility", "support and mentoring", "participation with support", "happiness and self-confidence" and "mentoring with support" came to the fore as relevant.

**Figure 1. Code Relationships Browser**



According to Figure 1; The relationship between codes was analyzed according to coding frequency. The purpose of this analysis is; is to understand the density of correlation between codes. According to this; Initial findings revealed the most important bilateral relationship in the balance of “responsibility and teamwork”. What is meant here by responsibility is about the employee's comfort in taking initiative. Strengthening these two relationships has been associated with the strength of the support and mentoring relationship. At this point, the relationship between support and participation constitutes another sub-ground. The practical output of all relationship steps is its intense relationship with happiness and self-confidence. When it is inferred, the findings give us these relationships. However, the correct interpretation of the photograph can be achieved by induction. At this point; If you approach your employees with the right leadership behavior, you can see that they are happy and self-confident. However, an ecosystem of happy and confident employees seems possible by supporting them. Only resource support is not mentioned here because one of the most intense relationships with support is mentoring. This is a spiritual connection at some point. It can be seen that to achieve this spiritual bond, it is necessary to approach the employee with participatory behaviors. In other words, when a problem occurs or when a new action is to be taken, process management should be done by taking the opinions of people. It's not just collecting their voices, it's using those voices. Only in this way can it be understood that effective teams that can take initiative are formed. These findings, therefore, provide us with a rating and a roadmap. Another data obtained with the MAXQDA program; is code-based frequency analysis. This analysis is transferred to Figure 2.

**Figure 2. Code-Based Frequency Analysis**

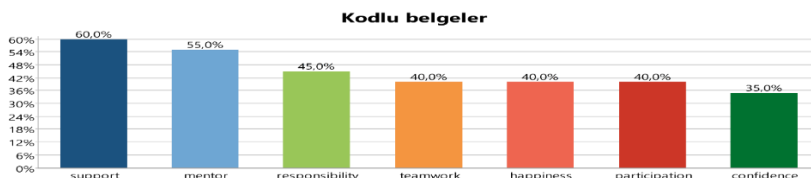
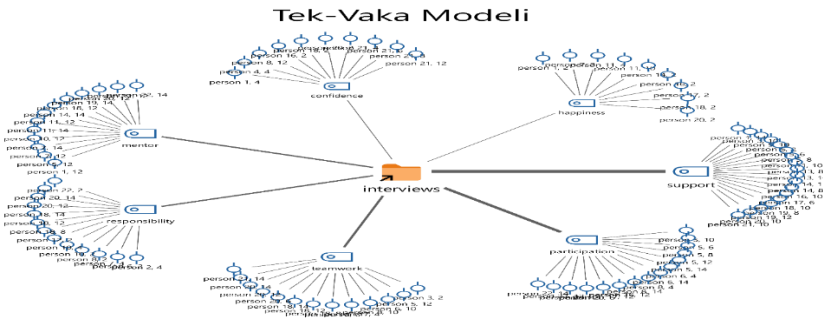


Figure 2 is a weight distribution. Here you can see how qualified the people who participated in the research qualified each code. Looking at the data obtained from the research, it was determined that 7 codes were concentrated at different rates. 60



percent of the participants said "Support", 55 percent said "Mentor", 45 percent said "Responsibility", 40 percent said "Teamwork", "Happiness" and "Participation". '35% in the end; It seems to emphasize the "trust" code. The most important feature of this finding is that it seems that the study aims to reveal the key role of the study by making use of the focus group experiences in which the interviews were held. This can also be called the phenomenon role. According to the findings; Emphasis was placed on leadership roles that demonstrate support, point in the right direction, and emphasize teamwork that allows people to take initiative. In the next stage, data obtained from the single-case model are presented. This model is shown in Figure 3.

Figure 3. Single case model



In this structure, where the data is presented as a whole, the opinions of all experts participating in the research are taken into account as a whole. The purpose of this model is; is to understand what the common consensus among experts is. Based on this model, which can be defined as gathering under one roof, the focus group's perspective is tried to be understood. If all participants produced a single idea, what would be the direction of this idea? In this model, which is the answer to the question, the thickness of the lines coming out of the codes is taken as basis. The thickness of the lines coming out of the codes and extending into the interview file means that the experts define that code as intense. In this respect, the findings are parallel to code-based frequency analysis. The last model presented in this research is the word cloud obtained with the MAXQDA program. This analysis is shown in Figure 4.

Figure 4. Word Cloud



The feature of this finding obtained from the data is that it is a pool obtained by bringing together the most repeated words of the people participating in the research while revealing the roles of leadership in emotional management. The fact that the words in this pool are larger or darker than the others means that the word is emphasized more by the participants. Word frequencies and word clouds serve to highlight unfamiliar words, terms, and metaphors. On the other hand, this section points to the external appearance of the codes, which is the insight gained from the participants' discourse in Figures 2 and 3. The concept in focus in the word pool provides an image of what the relationship between them is. The pattern noticed from this data is that leadership and emotion management is a process management. In addition; Concepts such as feeling, support, emotion, confidence, perspective, responsibility and participation are frequently used. When looking at the word cloud, it is understood that the participants have conceptual power. These data point to the process management inherent in the aviation industry. The conclusion to be made at this point is that leaders who want to manage and appeal to emotions must have the knowledge to read the process correctly.

#### **4. DISCUSSION**

The relationships between emotion management and leadership also point to some similar results. For example; Dunsborough (2006) found that certain leader behaviors (for example, empowering followers, communicating, showing interest, and appreciating employee effort) are the cause of emotional events that lead to emotional experiences in followers. Changes in the status of the followers in the organizational environment and the actions taken by the leader to deal with their needs and feelings lead to a positive perception and job satisfaction transformation in the employees. It shows that leader behaviors help reinforce follower perceptions that leaders care about achieving their goals and are positively related to their assessment of the quality of their relationships. They are indirectly related to follower outcomes, both behaviorally and attitudinally (Little, et al,2016). Like this; The organizational environment works with purpose and purpose. Leaders deal with personal feelings in this environment (Diebig et al., 2016). In addition, leaders provide personalized feedback to their followers and empower them, which helps followers develop their potential and increases their positive emotional experience at work (Den Hartog andBelschak, 2012). However, on the contrary, there are findings such as suppressing the emotions of the employees and alienation from the job. The main implication here is that the leader should create a strong feeling that he wants to help his followers manage emotions. This perception formation supports behavioral outcomes such as job satisfaction, trust and initiative, and satisfaction (Little et al., 2016). When evaluated from this point of view, according to the results of our research; supporting the employee and ensuring their active participation in process management means increasing the awareness of responsibility by increasing organizational efficiency. In a different study; Qualitative data from the research of Toegel et al. (2012); The leader's empathy behavior is an important factor that supports resilience by increasing the self-confidence of the employee (Fisher et al., 2019; Luthans et al., 2006). Another research; It was concluded that emotion management facilitated by the leader activates

the collective emotion within the group and predicts the performance level (conceptualized as innovation) of the team (Madrid et al., 2019). McIntyre (2023) in his current research; provides insights into the relationship between leadership and emotion management, emphasizing the influence of emotional exposure rules, emotional contagion, and leaders' moods on followers' emotions and group dynamics. It has also been shown that the positive influence of the leader has a significant impact on the well-being of the followers and the performance of the organization. From this point of view, the leadership roles that emerged in our research seem to point to some features of the transformational leadership structure in the literature. For example; Acting with a sense of responsibility and using initiative as a result is associated with positive emotional experiences (Kuonath et al. 2017). Transformational leaders tend to be concerned with the needs and feelings of their employees and encourage their intellectual aspects such as creativity innovation and taking initiative (Bass and Riggio, 2005). Also transformative leadership; is a type of leadership that provides supportive, guiding, and empowering initiative (Singh et al., 2021). Bono et al. (2007) revealed that transformational leaders trigger emotional-motivational processes in their followers. Ying Hong, take the Horse, (2021); It has been observed that units with leaders who establish a quality exchange relationship with their subordinates emphasize positive behavior patterns. Chuang et al. (2012) found in their study that emotional inferences have a positive effect on followers regarding transformational leadership behavior. In addition, while positive and meaningful relationships were determined between teamwork and transformational leadership, it was observed that team members with transformational leaders felt more competent and initiative in team activities (Özarallı, 2003). Indeed, transformational leaders have been found to influence a wide range of positive organizational outcomes such as individual and team performance (Wang, Oh, Courtright, and Colbert, 2011). This study aimed to provide a comprehensive understanding of the key factors and mechanisms that affect how leaders manage emotions in the workplace, by reviewing the existing literature on the relationship between leadership and emotion management. The findings of this research can inform leadership development programs and help organizations develop emotionally intelligent leaders who can effectively manage emotions to improve employee well-being and organizational performance. Can encourage and direct research to determine organizational leadership characteristics. Of course, the study did not directly target leadership behavior. However, he made references to the transformational style. In light of all the results, the original aspect of the study is that it presents a roadmap. At this point; If you approach your employees with the right leadership behavior, you can see that they are happy and self-confident. However, the ecosystem of happy and self-confident employees seems possible by supporting them. Resource support is not just mentioned here because one of the most intense relationships with support is mentoring. This is a spiritual connection. To achieve this spiritual bond, it is seen that the employee should be approached with participatory behaviors. In other words, when a problem occurs or when a new action is to be taken, process management should be done by taking the opinions of people. It's not just collecting their voices, it's using those voices. Only in this way can it be understood that effective teams that can take initiative are formed. Therefore, these results present a rating and roadmap, unlike other studies.

## **CONCLUSION**

In this research, the structural form of leadership behavior is examined. What is meant by structure here; Is organization. Research is conducted in the aviation industry. What should be a leadership behavior model specific to this sector? Answers were searched. Answers were investigated by using a qualitative method. Features taken into consideration in the research sample; Participants were middle managers. This was because a two-pronged perspective could be presented within the organization, both at the top and bottom positions. In the first place, the theoretical background of the research was created and the concept of the Leader-Follower relationship was determined. Then, the literature dimension of the relationship between leadership and emotion management was discussed. It is aimed to convey the leadership roles suitable for emotion management and how these roles can contribute to the business. The research with qualitative analysis is conducted. This has two purposes. The first is the effort to bring qualified leader roles to the literature. The second is the aviation industry-specific aspect of being able to manage Emotions. According to the results obtained from the study; He explained the most important bilateral relationship in the aviation industry is the balance of responsibility and teamwork. What is meant here by responsibility is about the employee's comfort in taking initiative. Strengthening these two relationships has been associated with the strength of the support and mentoring relationship. At this point, the relationship between support and participation constitutes another sub-ground. The practical outcome of all relationship steps was largely about happiness and self-confidence. Overall, the findings give us these relationships. However, the correct interpretation of the photograph can be achieved by induction. At this point; If you approach your employees with the right leadership behavior, you can see that they are happy and self-confident. However, the ecosystem of happy and confident employees seems possible by supporting them. Only resource support is not mentioned here because one of the most intense relationships with support is mentoring. It's like something spiritual at some point. To achieve this spiritual bond, it is seen that the employee should be approached with participatory behaviors. In other words, when a problem occurs or when a new action is to be taken, process management should be done by taking the opinions of people. It's not just collecting their voices, it's using those voices. Only in this way can it be understood that effective teams that can take initiative are formed. These findings, therefore, provide us with a rating and a roadmap. In addition, the participants demonstrated an extraordinary phenomenon of the research when highlighting leadership roles that openly show their support, give proper direction, allow people to take initiative, and emphasize teamwork. This phenomenon offers us the opportunity to choose among the leadership types in the literature; It provides an opportunity to conceptualize the type of leadership that has the power to manage emotions, suitable for the aviation industry. According to the research, the prominent leadership behavior phenomenon; is support. It would be more accurate to emphasize this as "participatory support". It is understood that the employees within the organization should be approached with participatory behavior. Of course, it's not just about asking their opinion. It is also to use these ideas. When people see that their ideas are used in a solution in this process, they experience organizational happiness by increasing their

self-confidence. It is known that the most important feature of aviation, which is the sector in which the research is conducted, is operation management. The crucial point of the operations is the teams. Therefore, it can be understood that under the leadership of leaders who have a participatory culture role, active teams that can take initiative, in which emotions are actively maintained, are formed. Another practical result of the research can be understood. In fact, as a result of word cloud analysis, this result is seen from a different angle. It was emphasized that aviation is operations management. Operations are managed within a process. The word cloud has given us secret uncoded information that you can see in the biggest word in the cloud. This knowledge is process management inherent in the aviation industry. Therefore, a leader's effective emotion management will be facilitated by reading the process correctly. In the introduction, the nature of the aviation industry is explained. Let's remember this once again; This sector is under the direct influence of all kinds of technological, political, sociological, and scientific changes and is quite dynamic. Therefore, it is obvious that there is a need for leadership who understands this nature correctly and can create teams that will adapt to change. It was stated that another feature of this sector is that it needs talented and qualified people with high potential and field knowledge. In this case, the most general result of the research is that emotions, which are the most basic abstract power of human beings, cannot be managed properly and this situation can lead to very concrete returns such as resignation or switching to another job. It's like reading research backward. This research made this possible. It seems that in organizational management; The overlap of positive psychology elements and leadership roles supports talent management, which is the responsibility of human resources management. Recognizing these patterns will provide an advantage to businesses in this sector where competition is very intense and destructive costs are very high. Businesses that hold valuable resources will also gain an attractive employer brand thanks to the organizational image it will create in the market. Although the impact of leadership on emotions may seem very abstract, its outputs are tangible and imply tangible values such as competitive advantage.

## **ÖRGÜTSEL DUYGU YÖNETİMİNDE LİDERLİK UYGULAMALARININ ROLÜ: HAVACILIK SEKTÖRÜNDE NİTEL BİR ARAŞTIRMA**

### **1.GİRİŞ**

Liderlik, bir gruptaki insanları etkileme ve onları belirli bir hedefe doğru yönlendirme gücü olarak tanımlanmaktadır. Kurumlar için liderlik, rekabet ortamındaki değişimlere ayak uydurmak, avantaj sağlamak ve sürdürülebilirliğe katkıda bulunmak için yol gösterici bir rol üstlenmek anlamına gelmektedir. Özellikle çalışanlara yol gösterici olan lider, çalışma hayatında bir orkestra şefi gibi örgütsel duyguları yönetebilme becerisi ile çalışanların sorumluluk ve özgüven inşasını destekleme yeteneği ile özdeşleşmektedir. Bu açıdan hangi sektör ve kuruluş olursa olsun liderin farklılıkları yönlendirme becerisine sahip olması beklenmektedir. Bazı sektörler yoğun uzmanlık gerektirdiği için dikey kontrol gerektirirken, bazıları daha esnek bir özelliğe sahiptir. Ancak burada anahtarı uygulamak için seçtiğimiz havacılık sektörü

her iki özelliğe de ihtiyaç duymaktadır. Ancak hangi sektör olursa olsun farklı değişkenler farklı liderlik özellikleri gerektirdiğinden her koşula uygun liderlik özelliklerinden bahsetmek mümkün değildir. Özellikle liderliğin uygulamada bu çeşitliliğe ihtiyaç duyması belli bir düzeyde esneklik kapasitesi gerektirmektedir. Bunun amacı da örgütsel düzeydeki ilişkiler ağını doğru yönlendirebilmektir. Bu noktadan hareketle bu araştırma lider-takipçi ilişkisine odaklanmakta ve liderlerin takipçileri aracılığıyla duygu yönetimindeki rolünü belirlemeyi amaçlamaktadır. Bu makaledeki tartışmayı şekillendiren ana araştırma sorusu şudur: havacılık organizasyonu içindeki takipçilerin gözünden endüstriye uygun olan liderlik rolleri nelerdir? Bu rolleri anlamak neden önemlidir?

## **2. YÖNTEM**

Bu çalışmada nitel yöntem kullanılmıştır. Nitel yöntem “insanların deneyimlerini ve uygulamalarını, araştırma konusuna ilişkin algılarını keşfetmek için uygun bir yöntemdir. Nitel Araştırma Paradigması, sosyal araştırma yöntemleri yelpazesi içinde, sosyal gerçekliği derinlemesine anlama sağlamaktadır. Böylece belirli bir sosyal fenomen hakkında teoriler geliştirebilme şansı vermektedir. Bu da bir alan araştırmasında gizil ilişkileri derinlemesine çıkarılmasında yardımcı olmaktadır. Dolayısıyla araştırmada duyguları yönlendirmede liderlik rollerini anlamada bu yöntemin kullanılmasında uygun bir araştırma olanağı görülmüştür. Bu araştırmanın bulgularını elde etmek için maxqda yazılımı kullanılmıştır. MAXQDA, belirli, kullanışlı ve kolay bir kodlama çalışmasına izin veren çeşitli kod araçları sağlamaktadır. Kod sistemi hiyerarşik olarak yapılandırılmıştır ve alt kodlar için on seviyeye kadar oluşturmaya izin vermektedir. MAXQDA ile nitel veri analizleri yapmak, araştırmacının vaka odaklı analiz sürecinde ampirik tipler oluşturma çabasını desteklemektedir. Tiplendirme her zaman yanıt verenlerle ilgilidir. Burada bahsi geçen tiplerin, belirli tipik özelliklere veya karakter özelliklerine sahip insanlar anlamına gelmektedir. Tiplerden kasıtlı, eylem, durum, deneyim bakımından yakın görevdeki bireylerden bahsedilmektedir. Bunun nedeni örneklem olarak odak grup görüşmesi kullanmaktır. Bu olanak ile analizle odak grup görüşmeleri yapmak, açık uçlu sorularla bireylerin kavramlarla ilgili deneyimlerini veya düşüncelerini anlama ile bir adım ileri taşınmıştır. Odak gruplar birebir görüşmelerle sağlam bir temel oluşturma fırsatı sağlayan sistematik yapıları nedeniyle tercih edilmektedir.

## **3. BULGULAR**

Duygu yönetimi ve liderlik arasındaki ilişkide önemli olan gerçekler daha önce literatürde incelenmiştir. Bu noktada liderler tarafından tekrarlanan kavramların literatürle örtüşmesi ve bu kavramlarla benzer anlamlar taşınması gerekmektedir. Görüşme metinlerindeki kelimeler, cümleler ve paragraflar kullanım ve sıklıklarına göre ayrılmaktadır. Buna göre; liderlik ve duygu yönetimi arasındaki ilişkiye açığa çıkan kodlar; ilişki yoğunluğuna göre; “sorumluluk ile takım çalışması”, “destek ve mentorlük”, “destek ile katılım” “mutluluk ve özgüven” ve “destek ile mentorlük” şeklinde öne çıkmıştır. Bu bulguların birlikteliği ne anlam ifade etmektedir? Bu sorunun cevabı; elde edilen bulguların yorumlandığı aşamalarda daha net anlaşılacaktır.

Araştırma örgütsel düzeyde ilişki ağını ortaya koymayı amaçlamaktadır. Ancak araştırmanın havacılık örgütlerinden yapılmış olması bir kısıt olarak kabul edilebilmektedir. Ayrıca araştırmanın örnekleme ağırlıklı olarak İstanbul ve çevresinde bulunan havacılık profesyonelleri ile gerçekleştirilmiştir. Burada bölge noktasında bir kısıttan söz edilebilmektedir. Ayrıca araştırma yapıldığı dönem ve zaman açısından farklı bir kısıt oluşturabilmektedir. İnsan davranışlarında duygusal motivasyonların çok önemli olduğu birçok çalışmayla kanıtlanmıştır. Bu noktada yöneten ya da yönetilen fark etmeksizin insanların kalbine dokunan davranış ortamları her zaman değerli olmuştur. Bu araştırmanın sonuçları bu durumu bir kez daha ortaya koymaktadır. Bu nedenle ülke ve sektör fark etmeksizin insanların nefes aldığı her ortama uygun farklı liderlik rolleri olabilmektedir. Ancak roller ne kadar farklı olursa olsun bu rollerin %70'inin ortak paydada bulunduğu görülmektedir. %30'luk fark ekosisteme, kültüre veya iklime bağlı olarak değişebilir. Bu nedenle duyguları anlamaya ve yönlendirmeye uygun liderlik rolleri üzerine farklı ülke, bölge ve sektörlerde farklı araştırma teknikleriyle yeni akademik çalışmaların yapılması hem literatür hem de sektör açısından önerilmektedir.

#### 4. TARTIŞMA

Bu çalışmada duygu yönetimine uygun liderlik rollerini ve bu rollerin işletmeye nasıl katkı sağlayabileceği anlaşılmasına çalışılmıştır. Araştırmanın nitel analizle kullanılması özgünlük açısından iki amacı bulunmaktadır. Bunlardan ilki nitelikli lider rollerini literatüre kazandırma çabasıdır. İkincisi, duyguları yönetebilmenin havacılık endüstrisine özgü yönüdür. Çalışmadan elde edilen sonuçlara göre; havacılık sektörde en önemli ikili ilişkiyi sorumluluk ile takım çalışması dengesiyle açıklamaktadır. Burada sorumluluktan kasıt çalışanın inisiyatif alabilme esnekliği ile ilişkilidir. Bu iki ilişkinin kuvvetlendirilmesi destek ve mentorlük ilişkisinin kuvveti ile ilişkili çıkmıştır. Bu noktada destek ile katılım arasındaki ilişki ise bir derece daha alt zemin oluşturmaktadır. Tüm ilişki basamaklarının pratik çıktısı ise mutluluk ve özgüven ile yoğun ilişkili çıkmıştır. Bu manevi bağı yakalamak için çalışana katılımcı bir davranışla yaklaşılması gerektiği sonucu ortaya çıkmaktadır. Bu bağlamda bir sorun meydana geldiğinde ya da yeni bir aksiyon alınacağı zaman kişilerin fikirleri önemsenerek süreç yönetimi yapılması gerektiği anlaşılmaktadır. Bu sadece çalışanların seslerini toplamak değil o sesleri kullanmak anlamına gelmektedir.

#### SONUÇ

Araştırma sonuçları göstermektedir ki örgütsel yönetimde; pozitif psikoloji unsurları ve liderlik rollerinin örtüşmesi, insan kaynakları yönetimi sorumluluğunda yer alan yetenek yönetimini desteklemektedir. Bu örüntülerin farkına varılması rekabetin çok yoğun ve yıkıcı , maliyetlerin ise çok yüksek olduğu bu sektörde işletmelere avantaj sağlayacaktır. Değerli kaynaklarını elinde tutan işletmeler piyasada uyandırdığı örgütsel imaj sayesinde çekici bir işveren markası da elde edebilir. Buradan hareketle liderliğin duygular üzerindeki etkisi çok soyut görünse de çıktıkları rekabet avantajı gibi somut değerlerdir.

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