

Effect of Leadership Behavior Styles on Performance a Field Study on Civil Aviation Ground Services¹

Mesut Yeter¹ | Nil Konyalılar²

¹ Lecturer, Erzincan Binali Yildirim University, Erzincan/Türkiye

ORCID: [0000-0003-4876-2947](https://orcid.org/0000-0003-4876-2947)

E-Mail: mstyeter@gmail.com

² Assist. Prof. Dr., Rumeli University, İstanbul/ Türkiye

ORCID: [0000-0002-7310-7799](https://orcid.org/0000-0002-7310-7799)

E-Mail: nkonyalilar@hormail.com

Corresponding Author: Mesut Yeter

Abstract

Nowadays, the rapid growth of the civil aviation sector has brought with it great difficulties that cannot be predicted. Under these conditions, known classical leadership models have become more limited in effect. Today, the most fundamental problems of companies are that they do not have effective leaders who enable competition and performance. Organizations that are exposed to great changes, especially with the rapid growth in the sector and the development of technology, need leaders who can manage change and affect employee performance in order to overcome the challenges they face. In this study, the effect of leadership styles on job performance in ground handling companies, which have an important place in the aviation sector, was examined. The effect of inclusive and transformative leadership on job performance was investigated by using scales consisting of a total of twenty questions covering the variables of inclusive leadership, transformational leadership, and job performance. Data were collected from 213 employees working in ground handling companies at airports located in different regions of Turkey, by survey method, and analyzed with the help of Amos and SPSS. As a result of the analyzes made, it has been determined by this study that inclusive and transformative leadership approaches affect the work performance of the employees positively, that when these leadership approaches are exhibited, the employees express their ideas more effectively and adopt the organizational goals as their own goals by being a partner in change.

Keywords: Leadership Styles, Business Performance, Transformational Leadership, Inclusive Leadership, Civil Aviation Ground Handling.

Öz

Günümüzde sivil havacılık sektörünün hızla büyümesi tahmin edilemeyen büyük zorlukları da beraberinde getirmiştir. Bu koşullar altında, bilinen klasik liderlik modelleri daha sınırlı etki düzeyine sahip hale gelmişlerdir. Günümüzde şirketlerin en temel problemleri, rekabet ve performans oluşturmaya olanak tanıyan, etkili liderlere sahip olamamasıdır. Özellikle sektörde yaşanan hızlı büyümeler ve teknolojinin gelişmesi ile, büyük değişikliklere maruz kalan organizasyonlar, karşılaştığı zorlukların üstesinden gelebilmek için değişimi yöneten ve çalışan performansını etkileyebilecek liderlere ihtiyaç duymaktadır. Bu çalışmada havacılık sektöründe önemli bir yere sahip olan yer hizmetleri kuruluşlarında liderlik tarzlarının iş performansı üzerine olan etkisi incelenmiştir. Kapsayıcı liderlik, dönüştürücü liderlik ve iş performansı değişkenlerini kapsayan toplam yirmi sorudan oluşan ölçekler kullanılarak kapsayıcı ve dönüştürücü liderliğin iş performansı üzerindeki etkisi araştırılmıştır. Türkiye de farklı bölgelerde bulunan havalimanlarında yer hizmetleri kuruluşlarında görev yapan 213 çalışandan anket yöntemi ile veriler toplanarak Amos ve SPSS yardımı ile analiz edilmiştir. Yapılan analizler sonucunda kapsayıcı ve dönüştürücü liderlik yaklaşımlarının çalışanların iş performansını olumlu etkilediği, bu liderlik yaklaşımları sergilediğinde çalışanların fikirlerini daha etkin bir şekilde ifade ettiği ve değişime ortak olarak organizasyon hedeflerini kendi hedefleri olarak benimsediği bu çalışma ile tespit edilmiştir.

Anahtar Kelimeler: Liderlik Tarzları, İş Performansı, Dönüştürücü Liderlik, Kapsayıcı Liderlik, Sivil Havacılık Yer Hizmetleri.

Citation:

Yeter, M. and Konyalılar, N. (2022). Effect of leadership behavior styles on performance a field study on civil aviation ground services. *OPUS- Journal of Society Research*, 19(50), 863-876.

¹ This study was produced from the master's thesis named "The Effect of Leadership Behavior Styles on Performance: Field Study on Civil Aviation Ground Handling".

Introduction

Having a person about what leadership is also a challenging issue for academics and people alike. Since leadership was a subject of academic introspection, first-century definitions have come so far as to keep moving forward (Northhouse, 2015). Since ancient times, small tribes and large armies have won many victories thanks to good leaders. Thus, leadership has been used in many different areas of life and each field has found different leadership definitions according to its own subjects. In general, leadership can be defined as meeting expectations, solving emerging problems, bringing together for goals and activating according to these goals, the art of influencing the attitudes, behaviors and thoughts of those who follow them (Erer, 2018). A leader looks ahead, defines the path, and helps others walk. To achieve a vision, others, namely the followers, can fulfill many of their duties, the leader is to inspire with a vision, take responsibility for the result and collaborate with others. In the globalizing world, organizations need effective leaders who can quickly adapt to change and understand the complex order within the system. The positive emotions experienced by the employees pave the way for creative activities in the organization. These feelings enable them to reach more perfect work processes, to increase their performance, to evolve their attitudes in this direction, and to expand their horizons and make more creative applications (Drewniak et al., 2020). Organizations need strong, confident, and effective leaders and managers to deliver effective and efficient outputs. They need leaders who challenge the existing order, create a realistic vision in line with goals, and inspire followers to realize that vision. It also needs managers who make detailed plans, follow the processes, manage and supervise the daily operations for the continuity of the organization (Robbins et al., 2018). Employee satisfaction is a vital aspect that can be helpful in organizations. Improving employee performance, driving results, increasing employee motivation and satisfaction, retaining

employees can be a challenging task for leaders and costly for the organization. Maximizing revenue and providing the best performance is a top priority for many large organizations. To achieve this, companies implement a variety of strategies aimed at influencing employee behavior and perception as well as promoting exceptional leadership approaches. They often emphasize workforce retention while aiming to meet key obligations and goals, such as minimizing organizational attrition rates. Basically, employees need to be familiar with various aspects of the organization, including leadership attitudes, culture, and company benefits. Companies of all types today recognize that to survive in rapidly changing uncertain and complex environments, they need different leadership skills and organizational abilities than those that helped them succeed in the past. Therefore, employees need to constantly improve themselves, be open to innovations and take the necessary steps to reach the higher level to gain the standardized expertise they need. In many previous and current studies, studies have been conducted on how leadership affects employee performance (Ogbeide et al., 2008). The leadership styles implemented by the leader in the organization significantly affect the relationship between the employee and the leader, as well as the efficiency of the employee's performance. Thus, this reveals that the success or failure of an organization depends on the leadership qualities applied (Khajeh, 2018). It assumes that appropriate leadership styles increase employee performance and therefore increase the productivity of employees in various parts of the economy (Lewis & Gilman, 2005) In this context, in an environment where today's world is changing rapidly and diversity is increasing, in order to adapt quickly to changing conditions and to display a more inclusive approach, the relationship between the work performance of transformative and inclusive leadership has been investigated in this research. The rapid development of the aviation industry today and accordingly the importance of the performance of the employees working in the

industry is obvious. In conclusion, these studies demonstrate the importance of leadership styles that encourage employees to willingly strive to achieve the organization's predetermined goals and objectives. Employee encouragement is essential because when people are motivated to join an organization, they necessarily want to achieve organizational goals. Motivation is a purposeful trait that helps a person achieve their goals. It forces a person to work hard to achieve their goals. A manager must have the right leadership qualities to influence motivation (Yeşil, 2016)

Literature Review

Inclusive Leadership

Many definitions have been made about inclusive leadership. The dictionary tells us it means something that is all-encompassing or not limited to certain people. In the field of leadership theory, it has been used to highlight the need for greater diversity and better leader-taker relationships (Wuffli, 2017). First proposed by Nembhard and Edmondson, leader inclusivity was defined as the words and actions of a leader or leaders for people to appreciate them. (Nembhard & Edmonson, 2006) Inclusive leadership has different working styles from other leadership types. In this style, the leader can expand his domain to connect with team members. It can bring people with different thoughts and motivations together and channel them to work together (Sweeney & Bothwick, 2016). Inclusive leadership is a leader who is transparent and accessible to followers, creating a psychologically safe structure for people to express their ideas that do not exist in a certain pattern, revealing newer ideas (Carmeli et al., 2010). The inclusive leader is about relationships that can get things done together for mutual benefit. It means doing things together rather than as individuals. They are leaders who focus on the abilities of group members, not just one person's abilities, to achieve desired results. At the same time, the inclusive leader exhibits a management approach in which inputs and outputs are distributed fairly. Respects competition and cooperation. The overall goal is to develop the goal of effective leadership.

The leader usually has more influence and initiative, but followers are vital in inclusive leadership. They can become leaders with the support they need. Leadership is a two-way street rather than a one-way street. Active followers are utilized within the unity, including an upward influence (Hollander, 2009). They showed employees that they are principled individuals who make impartial decisions that increase reliability. One critical way inclusive leaders show support for employees is to take responsibility for the end results, especially when new ideas fail (Nembhard & Edmonson, 2006). Leadership-specific research is constantly renewed and constantly improved in organizations and large-scale corporate companies. A review of the literature recognizes that diversity and inclusive leadership are critical. Inclusive leadership adopts fairness and respect towards a wide variety of talents, regardless of previously accepted practices in organizations, prioritizes existing values and belonging, and emphasizes high performance through trust and inspiration. Leaders and group members engage in a number of activities in the leadership process and constantly seek to understand the full scope of leadership (Adapa & Sheridan, 2018).

Transformational Leadership

Burns (1978) divided leadership into transactional and transformative leadership. He stated that transformational leadership is a process in which "leaders and followers help each other to progress to a higher level of morale and motivation." He emphasized that expectations and wishes are reshaped by the changing perceptions of employees. With the concept of interactive leader, the importance of the exchanges between the leader and the followers, that is, some bargains, comes to the fore. Employees can influence their subordinates by rewarding them if they do the work assigned to them (Burns, 1978; W. George, 2006). When evaluated in terms of time orientation and association, it can be said that transactional leadership reconciles the past and present, while transformative leadership reconciles the present with the future. While transactional leadership focuses on traditions and the past,

transformational leadership looks to the future with an openness to innovation and change. (Güney, 2020, p.369). Transformational leadership defines the leader as an exemplary model for followers and inspires them with a clear vision to achieve their goals (Bass & Riggio, 2006). Transformational leadership approach can be defined as a leadership behavior that is open to change and inspires followers, thus exceeding personal interests for the benefit of the organization and increasing their performance above expectations. It can be said to promote trust, development, enthusiasm, fairness, and team spirit among followers, thus encouraging followers to be more engaged in achieving trust and organizational goals (Minja, 2010). Transformational leadership is one of the leadership styles that is more effective in promoting positive behavior for employees extra roles (Yang et al., 2020). By driving changes in the organization's manifesto, mission, existing structure and culture to promote a product and business innovation, it can create significant changes for followers and organizations (Bass & Riggio, 2006, p.104–107). It is believed that transformational leadership can lead to superior performance in an organization that is faced with the demands of renewal and transformation. Transformational leadership seeks to create favorable climates for the development of innovation and creativity. Disagreement is often seen as a common phenomenon. Leaders motivate their subordinates to come up with more effective solutions by encouraging them to solve the problems they have. Therefore, subordinates are highly involved and efficient in problem and solution formulation processes. The individual attention shown by a transformational leader is one of the reasons why leaders have the ability to build trust and respect to motivate their subordinates to exceed expectations. (Avolio & Bass, 2001) Transformational leadership is a multidimensional construct that encompasses four basic behavioral sub-dimensions. "idealized impact", "inspiring motivation", "intellectual stimulation" and "individualized assessment"

(Avolio & Bass, 2001). Idealized influence (charisma), leaders seek vision and mission, instill pride, elicit respect and trust. Inspirational motivation refers to speech, which is not related to influence, such as exhibiting action, showing the employee as an example through verbal communication, and a tendency to be goal-oriented (Bednall et al., 2018). Individualized assessment consists of a few processes such as guiding. Giving challenging tasks, tracking their performance, and providing appropriate feedback and support. Intellectual stimulation, motivating and encouraging followers to overcome challenges (Yukl, 2013, p.324–327)

Job Performance

The concept of job performance is one of the most researched topics such as the concept of leadership. The emergence of the concept in a scientific sense and having an important effect in organizations is based on the work measurement practices made by Frederick Winslow Taylor in the early 1900s (Koçel, 2020, p.46). Work measurement practices and performance evaluations, which started to be applied after, gained speed with the change of environment and personality traits after 1930s. Especially in America, these applications have been developed every year based on business or different criteria. Work performance has been studied many times before. Although there is no general understanding about the definition of this concept and how it will be measured, it can be defined as the behavior exhibited by the employees with the goals set by the organizations (Campbell et al., 1990). Job performance refers to the agreement between the employee and the employer, as well as the sum of the activities performed by the employees in their current jobs (Yılmaz, 2020). Job performance is the success of a particular task, measured against previously known standards of accuracy, completeness, cost, and speed. Employee performance is employee contribution. In order to achieve the organizational purpose, employees are expected to achieve an acceptable level of standards, and managers

monitor and evaluate the performance of employees to achieve the stated goals (Armstrong, 2006, p.167–175) Performance defines the expertise with which employees at the individual level act together when they engage in behaviors that apply to the organization. The performance performed by the employee is the series of results caused by his attitudes and behaviors at work (Bingöl, 2014, p.367–369). In general terms, job performance defines how an employee in the organization behaves in the relationship between goals and how much he contributes. Factors may vary according to the environment or the desired environment to be used (Koopmans et al., 2012). It is still being discussed that many studies have been conducted on job performance and how to measure the individual's contribution and motivation to the job from these studies and make them meaningful. In the examinations made, it is stated that it would be appropriate to evaluate the job performance as a multidimensional process, not as a one-dimensional process (Polatçı & Yılmaz, 2018). Studies on job performance have brought with it how the performance will be evaluated and the methods by which these evaluations will be made. Performance appraisal is the measurement of the compatibility of the current ways of doing business according to certain criteria of the organization and the future potential of the employees in order to achieve their organizational goals (Colquitt et al., 2015). Another evaluation is to determine to what extent the employees comply with the qualifications and requirements of the job, with a few methods and syntheses, to make organizational decisions, which is one of the main duties of human resources. Performance evaluation plays an active role in making important decisions about employees. Determining the training and development needs of employees enables decisions to be made on many issues such as wage and salary planning (Yılmaz, 2020, p.198). Performance evaluation is important for the organization as well as for the employee. Particularly successful employees want to receive their work in return for their efforts in wage and career planning. An employee who demonstrates all his goodwill and power to work will gradually experience reluctance to work and loss of motivation if he sees that he is evaluated the

same as someone with low performance and indifferent to the job (Barutçugil, 2002). Although job performance models include many different dimensions, two main categories of job performance can be found among the models: in-role (task) performance and out-of-role (contextual) performance (Motowidlo et al., 1997). The performance related to the task can be evaluated as the performance that measures the jobs in the job description in a way that meets the predetermined criteria within the scope of the task (Koopmans et al., 2012). Job performance covers all processes for fulfilling the terms of the verbal or signed contract between the job learner and the employer. It covers how well a person performs in line with the goals set by the organization, it refers to the whole of the actions that affect the formal process. It consists of the activities of transforming the technical or administrative tasks that arise in this context into services (Williams & Karau, 1991). Organizational citizenship behavior can be defined as voluntary behaviors that cannot be clearly defined but that support the goals and policies of the organization, although they do not have a duty in organizations. Its origin was not effectively studied until the late 1970s. Researchers Dennis Organ, Walter Borman, Stephen Motowidlo, Phillip Podsakoff, and Scott Mac Kenzie were instrumental in the development and dissemination of this structure (Dooley, 2008, p. 103). Employees exhibit extra role behaviors when they find a suitable environment (Morrison, 1994). Extra role performance is defined as extra discretionary behavior in line with the goals of the organization, even though it does not directly affect the productivity of the employee. Contextual performance defines organizational effectiveness as actions that go beyond what the employee is required to do in formal job descriptions and are largely dependent on such extra-role actions (MacKenzie et al., 1991). Although it is known that an individual working in an organization will not receive any negative feedback if he does not do so even though it is not in his job description, he prefers to support in line with his sense of responsibility and goals of the business, strives to solve these problems in a problem he encounters, expresses their support on a voluntary basis (Koçel, 2020, p.470).

Method

Research Model and Hypotheses

This research aims to investigate the relationship between ground handling workers' perceptions of inclusive and transformative leadership and their job performance. It is assumed that transformational leadership and inclusive leadership have a significant and positive connection with the job performance of ground handling workers working at airports. In the literature review, no study was found in which both leadership types were carried out in ground handling companies in domestic and foreign sources. In this context, two hypotheses have been developed.

H1: *Inclusive leadership affects the job performance of employees in a meaningful and positive way.*

H2: *Transformational leadership affects the job performance of employees in a meaningful and positive way.*

To achieve this aim, data collection method by means of questionnaire, which is one of the quantitative research methods, was applied as a research model. Reliability test was applied to analyze the reliability of the scales used in the research. In line with the data obtained, the normality test, which measures whether the data show a normal distribution or not, reliability analysis was performed to analyze whether the scale items used measure the same structure, and the factor structure was estimated. From the item scores, verification of the content validity of the test items, verification of the prediction, testing the theory of the test, factor analysis to verify the construct validity, correlation analysis to find the relationship between the job performance of transformative and inclusive leadership were performed. All analyzes were analyzed with Amos26 and SPSS 26.

Sampling

The research consists of ground handling company's employees at airports in Turkey.

Although airports are spread over almost all cities in our country, there are a total of 59 active airports and 3 ground handling companies. Ground handling companies also employ personnel at these airports according to the number of flights. In this study, questionnaires obtained from the scales were sent to 298 people working at 17 airports from each region, and 222 people returned. 9 of the questionnaires were not evaluated due to incomplete data entry and data were collected from 213 people in total. There are 800-1000 employees in ground handling companies in total at 17 airports where data are collected. Descriptive information about the 213 ground services employees participating in the research is presented in Table 1.

Table 1. Descriptive Information Regarding Ground Handling Employees

Variables	Categories	f	%
Gender	Female	88	41,3
	Male	125	58,7
Age	25 and Sip	64	30
	26-31	76	35,7
	32-37	57	26,8
	38 and above	16	7,5
Marital Status	Married	82	38,5
	Single	131	61,5
Seniority	4 Years and Below	81	38
	5-9 Years	86	40,4
	10-14 Years	38	17,8
	15 Years and above	8	3,8
Title	Ramp Worker	94	44,1
	Passenger Services Officer	75	35,2
	Operation Officer	33	15,5
	Administrative Officer	4	1,9
	Chief	7	3,3
TOTAL		213	100

According to Table 1, in the gender distribution of the participants, it is seen that there are female participants (41.3%), male participants (58.7%), and men are more than women (17.4%). According to age groups, the rates were between 26-31 (35.7%), 25 and below (30%), 32-37 age group (26.8%), 38 and above (7.5%). According to the results, the highest number of participants is in the age group of 26-31, the least number of participants is in the age group of 38 and above, single participants (61.5%), married participants (38.5%) and according to this distribution, singles are more. According to the distribution of working

years, those who work for 5-9 years (40.4%), those who work for 4 years and below (38%), those who work for 10-14 years (17.8%), 15 years and more (3.8%) is According to this distribution, the majority of those who participated in the survey were 5-9 years (40.4%), and the distribution according to their titles was ramp/worker (44.1%), passenger services officer (35.2%), operations officer (15.5%), chief (3.3%) and administrative officer (1.9%). According to the results, it is seen that most of the participants are composed of ramp/workers, and at least the employees with the title of administrative officer.

Data Collection Tools

A quantitative method was used in the research. The purpose of using a quantitative research method is to produce quantitative statistics or to obtain numerical explanations about some aspect of the population. In both samples, data were collected using an online questionnaire. Foreign and domestic studies on the concepts of inclusive leadership, Transformational leadership, and business performance have been examined and it has been researched which measurement tools will be used. English versions of inclusive leadership, transformative leadership, and job performance scales were found in the initial reviews. Then, the Turkish versions used in many studies were found and the scale were prepared. Questions consisting of 5 items were administered to determine the individual characteristics of the participants such as "Gender, age, marital status, seniority, title" in demographic information. Inclusive leadership consists of 9 statements, transformational leadership consists of 7 statements, and job performance consists of 4 statements. Information on creating scale is given below. The inclusive leadership scale developed by Carmeli, Reiter-Palmon, and Ziv (2010) was used in the study. Although the related scale is a scale used to measure behavior, it was adapted into Turkish by (Gül & Çakıcı, 2021). Practitioners who developed the scale determined the Cronbach Alpha value as 0.94. The reliability coefficient of the scale is 0.94. The scale is a 5-point Likert type and consists of one dimension. Transformative Leadership Scale developed by Carless, Wearing, and Mann (2000)

and a one-dimensional scale translated into Turkish by (Yavuz, 2010) were used to measure transformative leadership. The scale consists of 7 items and one dimension. Yavuz (2010) found the Cronbach Alpha value of the scale to be 0.83 in his study. The Job Performance Scale developed by Kirkman, and Rosen (1999) and Sigler and Pearson (2000) was used in the study. It aimed to understand the perceptions of the employees on their performance. The related scale is a widely used scale in academic studies to measure the job performance of employees. The scale consists of 4 items and one dimension. The scale was adapted to Turkish by (Çöl, 2008). As a result of the analyzes made, it was determined that the scale was reliable and valid. In the Turkish literature, the Cronbach Alpha value of the scale was found to be 0.827. The scale is 5-point Likert type.

Data Analysis

The obtained data were analyzed through the SPSS 26 program, and it was checked whether they exhibited a normal distribution. Evaluation of the Normality assumption in this context is essential for most statistical procedures. It is important to use a parametric statistical test to analyze the data because they normally operate on the assumption that the data are normally distributed. This normality test was performed with SPSS data analysis program and Kolmogorov-Smirnov and Shapiro-Wilk results were examined. A significant result of this test with a confidence interval of 95% indicates that the data are not significantly distributed. As a calculation method, the value obtained by dividing each one by its standard error value in skewness and kurtosis calculations is expressed as the "Z" value. Some information about these values is given in the literature. Values between -2 and +2 for asymmetry and kurtosis are considered acceptable to prove a normal univariate distribution (Cevahir, 2020; D. George & Mallery, 2010). When Table 2 was examined, it was seen that the Z values were outside the normal standards, and the test results were significant in the Kolmogorov-Smirnov and Shapiro-Wilk tests. In this context, it was decided to analyze the data with non-parametric tests, not parametric tests.

Table 2. Skewness and Kurtosis Analyzes

Points	N	Skewn	Kurtosis	Kolmogorov	Shapiro-Wilk
		ess		-Smirnov	
		Z	Z	Statis	Statisti
				tics	Significa
				nce	nce
Inclusive Leadership	213	-2,7	-2,77	0,167	0,876
Transformational Leadership	213	-6,05	6,024	0,181	0,866
Job Performance	213	-5,86	2,35	0,200	0,847

Reliability Analysis of the Inclusive Leadership Scale

Reliability and confirmatory factor analysis will be applied in line with the data obtained for the inclusive leadership scale used in the study. The related scale consists of 9 items and a single dimension. In the study, Cronbach's Alpha coefficient, which analyzes whether the items measure the same structure, was calculated in line with the answers given to the questions consisting of 9 items belonging to the inclusive leadership scale. The rule for the scale to be at an acceptable level is that an α value of 0.6-0.7 indicates an acceptable level of confidence, and a value of 0.8 or greater indicates a high level. The score correlation must be greater than 0.30 to arrive at an appropriate factor among the variables (Hays, 1983).

Table 3. Inclusive Leadership Scale Cronbach's Alpha Analyzes

Number	Mean	Std. Deviation	Scale Mean If Item Deleted	Scale Variance If Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha If Item Deleted
IL1	4,53	0,537	36,03	14,117	0,700	0,930
IL2	4,49	0,546	36,08	13,853	0,757	0,927
IL3	4,47	0,611	36,09	13,516	0,744	0,928
IL4	4,54	0,578	36,02	13,849	0,708	0,930
IL5	4,53	0,554	36,03	13,673	0,793	0,925
IL6	4,49	0,555	36,07	13,679	0,790	0,925
IL7	4,53	0,554	36,04	13,725	0,778	0,926
IL8	4,46	0,586	36,11	13,550	0,773	0,926
IL9	4,52	0,595	36,04	13,550	0,758	0,927
General	40,56	4,151		17,228		Cronbach Alpha ,935

When the findings of the table 3 are examined, it is seen that the Cronbach alpha value is high

(.935) and in the high confidence interval. When any of the items in the questionnaire is removed, it is seen that the consistency continues and there will be no significant change. Therefore, it was not necessary to remove any item.

Reliability Analysis of the Transformational Leadership Scale

In line with the answers given to the questions consisting of 7 items belonging to the transformative leadership scale, the Cronbach Alpha coefficient was calculated to analyze whether the items measure the same structure. The rule for the scale to be at an acceptable level is that an α value of 0.6-0.7 indicates an acceptable level of confidence, and a value of 0.8 or greater indicates a high level.

Table 4. Transformational Leadership Scale Cronbach's Alpha Analyzes

Number	Mean	Std. Deviation	Scale Mean If Item Deleted	Scale Variance If Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha If Item Deleted
TL1	4,42	0,693	26,77	10,124	0,620	0,900
TL2	4,45	0,654	26,73	9,961	0,714	0,889
TL3	4,46	0,618	26,72	10,109	0,725	0,888
TL4	4,45	0,696	26,73	9,621	0,749	0,885
TL5	4,44	0,653	26,75	9,803	0,760	0,883
TL6	4,50	0,619	26,69	10,113	0,722	0,888
TL7	4,46	0,655	26,72	9,977	0,709	0,889
General	4,45	4,15		17,22		Cronbach Alpha ,903

Looking at the findings in the table 4, it is seen that the Cronbach's alpha value is high (0.903), the total score correlation is greater than 30, and it is in the confidence interval. When any of the items in the questionnaire is removed, it is seen that the consistency continues and there will be no significant change. Therefore, it was not necessary to remove any items (Eren & Balkar, 2021).

Reliability Analysis of The Job performance Leadership Scale

Scales will be tested by performing reliability and confirmatory factor analyzes of job performance. In the study, the Cronbach Alpha coefficient,

which analyzes whether the items measure the same structure or not, was calculated in line with the answers given to the questions consisting of 4 items belonging to the job performance scale. The rule for the scale to be at an acceptable level is that an α value of 0.6-0.7 indicates an acceptable level of confidence, and a value of 0.8 or greater indicates a high level.

Table 5. Job Performance Leadership Scale Cronbach's Alpha Analyzes

Number	Mean	Std. Deviation	Scale Mean If Item Deleted	Scale Variance If Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha If Item Deleted
JP1	4,50	0,596	13,45	2,815	0,657	0,831
JP2	4,54	0,602	13,41	2,696	0,720	0,806
JP3	4,42	0,679	13,53	2,439	0,746	0,794
JP4	4,49	0,656	13,46	2,627	0,671	0,827
General	17,95	2,11		4,48		Cronbach Alpha ,855

When the findings in the table 5 are analyzed, it is seen that the Cronbach alpha value is high (0.903), the total score correlation is greater than 30, and it is in the confidence interval. When any of the items in the questionnaire is removed, it is seen that the consistency continues and there will be no significant change.

Finding

Various fit indices were used to decide whether the data obtained from the sample fit the model used in the study. In this study, confirmatory factor analysis was used to reveal the adequacy of inclusive leadership and transformational leadership in the relationship between job performance (Ilhan & Çetin, 2015). To accept that the fit or significance of the model is acceptable, it must be within the index values (Sandalcı, 2020). In this context, data are shared in Table 6 by applying confirmatory factor analysis to inclusive leadership, transformational leadership and work performance.

Table 6. Transformational Leadership (TL), Inclusive Leadership (IL) and job Performance (JP) Confirmatory Factor Analysis

Compliance Criteria	Good Fit Range	Acceptable Fit Range	IL	TL	JP
CMIN/DF	$0 \leq \chi^2/df \leq 3$	$3 < \chi^2/df \leq 5$	1,62 4	2,66	1,57
RMSEA	$0 \leq RMSEA \leq 0,05$	$0,05 < RMSEA \leq 0,08$	0,54	0,79	0,52
NFI	$0,95 \leq NFI \leq 1,00$	$0,90 \leq NFI < 0,95$	0,91	0,95	0,92
CFI	$0,97 \leq CFI \leq 1,00$	$0,95 \leq CFI < 0,97$	1	5	2
GFI	$0,95 \leq GFI \leq 1,00$	$0,90 \leq GFI < 0,95$	0,94	0,97	0,99
AGFI	$0,90 \leq AGFI \leq 1,00$	$0,85 \leq AGFI < 0,90$	1	1	7
IFI	$0,95 \leq IFI \leq 1,00$	$0,90 \leq IFI < 0,95$	0,94	0,94	0,99
TLI	$0,95 \leq TLI \leq 1,00$	$0,90 \leq TLI < 0,95$	8	1	3
			0,91	0,88	0,96
			4	5	3
			0,94	0,97	0,99
			3	2	7
			0,92	0,95	0,99
			1	5	1

As a result of the tests, it was seen that the factor loads were among the standardized good fit values and accordingly, there was no need to remove questions from the scale used.

Within the scope of the research, correlation analysis was conducted to examine the effect of inclusive leadership and transformational leadership on job performance. Correlation analysis is a method used to determine the strength in the relations of two continuous variables that can be measured numerically. With this analysis, it is possible to determine whether there is a linear relationship between the two variables, and if there is a relationship, the severity and direction of this relationship can be determined. According to the results of the normality test, if the data is normally distributed, the Pearson correlation coefficient is considered, and if the data is not normally distributed, the Spearman Rank correlation coefficient is taken into account. If the correlation coefficient value is between $0 < r > 0.30$, the relationship is low, if it is between $0.30 < r > 0.70$, the relationship is medium, and if it is between $0.70 < r > 1.00$, the relationship is high. Since the data did not show normal distribution as a result of the normality test performed in the study, the nonparametric Spearman test was applied (Senthilnathan, 2019).

Table 7. Correlation Analysis

Number	Variables	N	Average	1	2
1	Transformational Leadership	213	4,54		0,535**
2	Inclusive Leadership	213	4,5		0,589**

** $p < 0,01$

According to the Spearman correlation analysis given in the table, the connection between transformational leadership and job performance is Good and positive ($r = .535$; $p < .05$), the connection between inclusive leadership and job performance is Good and positive ($r = .589$; $p < .05$) significant appears to be highly related. In this case, it can be interpreted that an increase in the job performance of the employees can be observed when the managers exhibit transformative leadership approaches. We can say that this situation confirms the claim that “inclusive leadership has a positive effect on job performance” in Hypothesis 1, while it confirms the claim that transformative leadership stated in Hypothesis 2 “has a positive effect on job performance”.

Discussion and Conclusion

It is possible to make some inferences based on the findings of the study. Among the factors affecting the efficiency of an organization, job performance has an important position (Vigoda-Gadot, 2007). Therefore, one of the main interests of organizations is to make the performance of employees more efficient and to improve their performance. As revealed by the study, it has been seen that the presence of transformative and inclusive leaders in the organization affects the job autonomy of the employees and thus they show higher job performance. It has been found that there is a significant and positive link between job performance and inclusive leadership when managers exhibit an inclusive leadership approach. This analysis is in line with previous studies (Gong et al., 2021). In this case, it has been seen that managers who exhibit an inclusive leadership approach play a positive role in increasing the performance of their employees. Likewise, a positive and positive relationship was determined between business performance and

transformational leadership when managers exhibited a transformative leadership approach. This analysis is in line with previous studies (Chebon et al., 2019; Koçak, 2021). It is important to understand the impact of leadership on productivity, as academics see leadership as an important driving factor for improving job performance. In empirical studies, it has been found that leadership is directly related to beliefs, attitudes and job performance (Zhu et al., 2005). Today, it is seen that globalization causes a rapid change in organizations and that more diverse groups come together to form the basis of organizations. Globalization has imposed a number of additional tasks and functions that are much more difficult to the understanding of leadership (Şimşeker et al., 2008) It has become a necessity rather than a necessity for leaders to manage change and direct employees by setting a clear vision. If inclusive leadership is the driving force for a company's sustainable growth, transformative leadership is the fuel that drives development. It means being flexible rather than giving up after the first few tries. It means leading innovation in a time of uncertainty. A transformational leader mobilizes energy to overcome any setbacks or negativities that may arise. A transformational leader can take a fresh look at things and focus on a direction that is not so obvious or obvious at first glance. Critically, a transformative leader is one who understands the new dynamic and finds creative solutions to address it. Studies have shown that the transformative leadership of contributes greatly to the development of employees' creativity and harmony among them (Żywiołek et al., 2022). Many organizations today know about the benefits of diversity and inclusion as well as strong leaders. Therefore, this information has only been used when appropriately applied to help employers gain a great competitive advantage in today's economic world. From now on, inclusive leaders can play a vital role in reducing company and employee concerns by collaborating and incorporating a different way of thinking in organizations. In addition, rapidly changing

organizations need transformative leaders who can adapt quickly to change and set a clear vision for the future by inspiring their followers (Gül & Koçak, 2021).

With this study, motivation, commitment and organizational citizenship behaviors come to the forefront in organizations where transformative and inclusive leadership styles are applied, which are compatible with previous studies, and the perspectives of employees working in the aviation sector are especially emphasized by the presence of leaders who guide them, initiate change, and value their ideas (Bernarto et al., 2020; Bose & Haque, 2021; Çop et al., 2021; Siangchokyoo et al., 2020) It was concluded with this study that their performance was positively affected. Therefore, all managers working in the sector should be encouraged to practice inclusive and transformative leadership styles. For example, with leadership training programs, more effective mechanisms can be created by giving some training to managers. By investing more in these leadership models, serious contributions can be made to the more effective and productive work of the employees. In a world where environmental conditions are changing rapidly, it can enable them to produce more competitive and sustainable company policies in terms of competition and profitability (Karcioğlu, 2013). For more effective job performance, employees generally tend to see their managers as role models. This plays an important role in creating a more creative environment in increasing the performance and commitment of employees (Tian et al., 2020).

Limitations Of the Study

In this research, the relationship between inclusive and transformative leadership on performance was examined. As in all other studies, there are some limitations in this study. The data collected in the study is collected in a single time by means of a cross-sectional study, and accordingly, there is the possibility of method variance error if there is data on the current perceptions or psychological states of the respondents. In future studies, the problem of method variance can be solved with different data collection methods or data to be collected at different times. A second limitation in

the research is that ground services employees are only employed on station basis. Employees working in regional directorates and general directorates in the future are also included in the research. The third limitation is that only inclusive and transformative leadership styles are considered in the research. As a result of changing conditions (technology and generations) in the future, new leadership styles can be modeled and compared among themselves.

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