Original Article

Investigate of the sport center managers' leadership styles and the employee performance

HAKAN GÖZCÜ¹, SEVDA ÇİFTÇİ²

Sakarya University of Applied Sciences, Department of Sports Management, TURKEY^{1,2}

Published online: November 30, 2019

(Accepted for publication: November 15, 2019)

DOI:10.7752/jpes.2019.s6323

Abstract

The aim of this study is to investigate the relationship between employee performance and leadership styles of managers who work actively in sports centers. The study included 150 volunteers (male: 66, female: 84) that working in 46 different sports centers in Istanbul. MFL Scale which was prepared as five-point likert scale by Bass-Avolio and individual work performance was developed by Linda Koopmans, was used as a data collection tools. As a result of the reliability analysis of the scale, Cronbach's Alpha value is ,900 in transformational leadership variable; Cronbach's Alpha value is ,698 in the transactional leadership variable; Cronbach's Alpha value is ,725 in Laisses-Faire type leadership variable; Cronbach's Alpha value is ,879 in task performance variable; Cronbach's Alpha value is ,879 in contextual performance; Cronbach's Alpha value is ,879 in contextual performance.

In the study, non-parametric Kruskal Wallis and Mann Whitney U tests were used because the data that belongs of the variables did not show normal distribution. Correlation analysis was used to determine the relationship and regression analysis was used to investigate the effect. Leadership style dimensions and employee performance were examined within the framework of variables that are age, gender, educational status, marital status, total working time and total working time in sports centers.

There were differences in terms of conditional rewards in marital status variable, exceptional management (exceptional) laissez faire type leadership in the total working time variable, exceptional management (passive) in working time variable in sports center.

Keywords: Sport center, transactional leadership, transformational leadership, laissez-faire type leadership, task performance, contextual performance.

Introduction

The behavior, characteristics and impact of the leader on the employees are very important in the enterprises. The leader acts as a key for the business in terms of the fact that his character, his behavior, and his actions directly affect employee motivation. Therefore, leaders can improve or decrease service quality by motivating employees; the employee is also affected by the leader's behaviors and he or she has negative or positive yields. At this point, efficiency is also seen as a result of executive leader behavior. Managers are administrators who control situations such as creating a business plan and budgeting. Leaders inspire employees and have a role in opening mind. (Herdman, 2012: 3) If executive leader behaves reassuringly and consistently, tries to increase motivation and payments are done duly and fairly, respect between executive leader and employees increases, and thus efficiency in the project will increase positively. After leader imposes employee sense of mission, belief of employee in this concept will increase. Thus, this will be reflected in the result. (Jex, 2002:288 ;BakanandBüyükeşe, 2010: 76). Executive leader style will create high confidence in employee and this should be in such a satisfying level that expect for efficiency be rightful. Leader functionalizes the most appropriate style of leadership by making it complied with organization culture. (Hicks and Gullert,1981:234; Bakanand Büyükeşe, 2010: 75).

Increasing efficiency with developing performance is common target of all organizations. Trainings for employees, different methods of leaders and their remedial trials, preparation of an environment suitable for work serve this purpose. As a result of positive or negative effect of this performance on organization and employees, negative or positive efficiency is obtained. Considering the meaning of performance, it means data obtained in a limited time and is a mechanism that is formed with motivation. (Torrington and Hall,1995:316; Kalkandelen,1997: 154; Helvacı,2002: 156).

The current leadership style of the sports center managers is important for determining the relationship with the employee performance. It enables individuals who are actively working in sports centers to make their own self-criticism by evaluating individual business performance. For executive leaders, it will also guide them to make self-criticism, identify deficiencies and satisfaction. It will have a positive impact on internal communication by increasing the interaction between managers and employees and measuring the performance relationship

between them. Therefore, this research will be a source of information for measuring the effect of leadership types on employee performance for similar studies. In this study, it is aimed to investigate the relationship between the performances of sports center managers and individuals actively working in sports centers according to their leadership styles.

Method

Model of the Research

Quantitative research methods were used in the research. In the research, relational screening model was used. The obtained data were analyzed and findings were written as discussion, conclusions and suggestions.

Universe and Sample

The universe of the study consists of employees who work in sports centers regardless of their duties and responsibilities. It is not possible to determine the total number of employees in sports centers. The sample group of the study consists of 150 people selected among the people working actively in 46 sports centers within the boundaries of Istanbul with the appropriate sampling method of the improbable sampling methods.

Data Collection Method and Tools

In the first part of the data collection tool, there are 6 questions in order to determine the age, gender, educational status, marital status, total working time and total working time of the sports center. In the second, third, fourth and fifth part of the data collection tool, the questions were prepared as 5-stage likert. In the second part, there are 42 questions in the Multifactor Leadership Questionnaire (MLQ) developed in 1995 by Bernard Bass and Bruce Avolio to determine the participants' perspectives against the leadership scale. In the third part, Measuring Individual Work Performance Scale, which was developed by Linda Koopmans in 2014, is aimed at measuring the importance of employees in team and organization performance, affecting the productivity and competitiveness of enterprises. In the third part, there are 7 questions to determine the participants' perspectives against the task performance, and in the fourth part there are 12 questions to determine the participants' perspectives against the contextual performance.

Validity and Reliability

In the study conducted by Bass and Avolio (1995), Cronbach Alpha coefficients for idealized effect, charismatic, intellectual stimulation and individual support sub-dimensions in the transformational leadership dimension of the scale were found to be 0.87, 0.91, 0.91 and 0.90, respectively. In the interactional leadership dimension, the Cronbach Alpha coefficients were found to be 0.87, 0.74, 0.82 for the conditional award, management with exceptions (active), and management (passive) with exceptions, whereas Cronbach Alpha value for the releasing leadership dimension was found as 0.83. In this study, the total Cronbach's alpha coefficient of the MSL was found to be 0.94. The Measuring Individual Work Performance, developed by Linda Koopmans (2014), has been used in many national and international researches and has been the source of this study. The total Cronbach's Alpha coefficient of the Measuring Individual Work Performance Scale was found to be 0.85.

Findings

There was no significant difference ($p < .05$) in the participants' views about transformational leadership, interactional leadership, liberating leadership, task performance and contextual performance according to age, gender, educational background. According to marital status variable, any significant difference was not detected in their views about transformational leadership, laissez-faire leadership style, task performance and contextual performance ($p < .05$)

Table 1. Mann Whitney-U test according to marital status

		Ma	M	S	U	Z	
		rital status	ean of Ranks	um of Ranks			
Transformational leadership	Conditional Reward (Reward-Dependent)	S	8	4			
		ingle	7	6,11	908,00		
		M	6	6	2	-	
		arried	3	9,00	417,00	046,000	2,361 , 018*
	Total		50				
	Exceptional Management (Active)	S	7	4			
		ingle	7	8,35	387,50		
		M	7	6	2	-	
		arried	3	2,98	787,50	416,500	,737 , 461
	Total		50				
	Exceptional Management (Passive)	S	8	4	2	-	
		ingle	7	3,40	754,00	200,000	1,750 , 080

M	7	6
married	3	0,66
T		571,00
total	50	

A significant difference was detected ($p < .05$) when the conditional reward (reward-dependent) dimension, which is the sub-dimension of interactive leadership, was examined.

Table 2. Kruskal Wallis test results according to total working time variable

	Total working time	Mean of Ranks	Ki Square	sig	p
Transactional leadership	0-5	76,84			
	6-10	77,96			
	11 and over	70,39	,812	2	,666
	Total				
	1	49			
	0-5	70,19			
	6-10	77,66			
	11 and over	77,46	,996	2	,608
	Total				
	1	50			
	0-5	75,16			
	6-10	65,21			
	11 and over	90,23	7,964	2	,019*
	Total				
	1	50			
Laissez-faire leadership	0-5	69,88			
	6-10	70,11			
	11 and over	90,11	6,431	2	,040*
	Total				
	1	50			

According to the total working time variable, there was no significant difference ($p < .05$) in their views on transformational leadership, task performance and contextual performance. When the dimensions of management with the exceptions (passive) and laissez-faire leadership were examined which are the sub-dimensions of interactive leadership, a significant difference was found ($p < .05$).

Table 3. Kruskal Wallis test results of analysis according to working time variable in sports center

	Working time variable in sports center	n	Mean of Ranks	Ki Square	sig
Transformational leadership	0-5	91	81,49		
	6-10	38	69,38		
	11 and over	20	60,15	5,089	,079
	Total	149			
	Exceptional Management	0-5	91	7,	

Laissez-faire type leadership	ment (Active)		5,00	638	727
	6-10	39	7		
			1,72		
	11	20	8		
	andover		1,22		
	Total	150			
	0-5	91	7		
			3,98		
	6-10	39	6	6	
			7,90	,358	
	11	20	9		042*
	andover		7,25		
	Total	150			
	0-5	52	7		
			2,99		
	6-10	57	7	4	
			1,74	,355	113
	11	41	9		
	andover		4,25		
	Total	150	1		
			50		

There was no significant difference ($p < .05$) in the views of transformational leadership, laissez-faire leadership, task performance and contextual performance according to the working time variable in the sports center. When dimension of the management (passive) with the exceptions, which is the sub-dimension of interactive leadership, was examined ($p < .05$), a significant difference was found.

Discussion

When leadership styles were analyzed according to age variable, there was no significant difference between Baş (2018) and İncirkuş (2012) studies, while a significant difference was detected between Bezirci (2019) and Çetin (2018) studies. In terms of the interactional leadership sub-dimension, any significant difference was not detected between Alpay (2019) and Titrek (2019) studies while a significant difference was found in Bezirci (2019) study. While there was no significant difference in the laissez-faire leadership sub-dimension in the studies of Onay (2018) and Titrek (2019), a significant difference was found in Bezirci's study (2019). In this study, no significant difference was found in terms of age variable in transformational leadership, interactional leadership and laissez-faire leadership. Considering that the participants are mostly in the 18-30 age range, it can be said that it is an active and dynamic working environment. This age range is suitable and is an expected age range for sports centers. Since another age group, the 31-40 age range is not an advanced age, so it can be said that it has similar leadership understanding and expectations.

When the leadership styles were analyzed according to gender variable, no significant difference was found in the studies of Canbaz (2019) and Dülker (2019) in terms of the transformational leadership sub-dimension, while a significant difference was found in the studies of Yücel (2019) and Boyraz (2018). In terms of the interactional leadership sub-dimension, a significant difference was not found in the studies of Alpay (2019) and Yücel (2019), while a significant difference was found in the studies of Başbekleyen (2019) and Şentürk (2019). While there was no significant difference in the laissez-faire leadership sub-dimension in the studies of Şentürk (2019) and Yücel (2019), a significant difference was found in the studies of Bezirci (2019) and Alpay (2019).

In this study, no significant difference was found in terms of gender variable in transformational leadership, interactional leadership and laissez-faire leadership sub-dimensions. This can be attributed to the fact that employees in sports centers are provided with equal conditions and that executive leaders do not discriminate between employees. There is no difference although the number of women is higher than the number of men, and it can be said that leading managers have an equitable and fair attitude in sports centers. When leadership styles were examined according to educational status variable, there was no significant difference in the transformational leadership sub-dimension in the studies of Zengin (2019) and Titrek (2019), while there was a significant difference in Baş (2018) Alpay (2019) studies. While there was no significant difference in Alpay (2019) and Pektaş's studies in terms of the interactional leadership sub-dimension, a significant difference was found in the study of Başbekleyen (2019) and Bezirci (2019). No significant difference was found in the laissez-faire leadership sub-dimension in the study of Pektaş (2019) and Alpay (2019). In this study, no significant difference was found in terms of educational status variable in terms of transformational leadership, interactional leadership and laissez-faire leadership sub-dimensions. It can be said that the employees of the sports center can act from a common point of view due to their close education level.

Considering that the participants were examined in three groups and the ranking was bachelor's degree, associate degree and finally high school graduate, it can be said that the perception of leadership did not differ for

the participants at all educational levels. As the level of education increases, employees' understanding, expectations and perceptions of the leader can become systematic for the leader and in this case the leader can provide appropriate conditions for employees with close education level. When leadership styles were examined according to the marital status variable, no significant difference was found in the studies of Canbaz (2019) and Turan (2019) in terms of the transformational leadership sub-dimension, while a significant difference was found in Bezirci's (2019) study. While there was no significant difference in the laissez-faire leadership sub-dimension in the studies of Onay (2018) and Titrek (2019), a significant difference was found in the study of Bezirci (2019). In this study, no significant difference was found in the transformational leadership and laissez-faire leadership sub-dimensions in terms of marital status variable, but a significant difference was found in the conditional reward dimension, which is the interactional leadership sub-dimension.

In parallel with this study, there was no significant difference between conditional reward sub-dimension and marital status variable according to Onay (2018). It can be said that the married progress with more limited targets considering married people of sports center employees have more responsibility area than single employees. It can be seen that the reward system is more functional for this group as the single participants have more time and performances to allocate for working life. When leadership styles were analyzed according to total working time variable, there was no significant difference in terms of transformational leadership dimension in all sub-dimensions of Pektaş (2019) Dülker (2019) and Tosun (2015) Başbekleyen (2019), and a significant difference was found in idealized effect, charismatic and individual support sub-dimensions in Turan's study (2019). When interactive leadership sub-dimensions were analyzed, there was no significant difference in terms of conditional award, exceptions management (active) and exceptions management (passive) sub-dimensions according to Onay (2018) and Kamer (2018), and in this study, significant difference was found in management with exceptions (passive) subdimension. When the laissez-faire leadership dimension was examined, no significant difference was found according to Onay (2018) and Kamer (2018), and a significant difference was found in this study. It can be said that participants who worked for 11 years and over tend to work without a higher authority control by developing their own working methods. With the increase in experience and recognition of the employees, it can be said that the leaders also have the right coordination and direction towards the employees. In this case, it can be seen that the correct working condition is provided by employee and leader harmony.

When the leadership styles were examined according to the working time variable in the sports center, no significant difference was found in the studies of Boyraz (2018) and Turan (2019) in terms of the transformational leadership sub-dimension; significant difference was found in Dülker (2019) and Baş (2018) studies. While there was no significant difference in the laissez-faire leadership sub-dimension in the studies of Kamer (2018) and Boyraz (2018), a significant difference was found in Titrek's (2019) study. In this study, a significant difference was found in the dimension of management (passive) with the exception which is the interactional leadership sub-dimension. According to Kamer (2018), there is a significant difference in the award-related dimension, while there is no significant difference in management with exceptions (active) and management with exceptions (passive).

It can be said that it is limited for the employees who have short working time in sports centers to develop their own working methods. It can be seen that employees who have the command of the functioning of the sports center and who know the work environment are more productive where the leader does not directly interfere with the work methods.

When the employee performance was analyzed according to age variable, no significant difference was found in Şen (2018) and Tükel's (2018) studies, while Kurnaz (2018) and Çalı's (2019) studies showed a significant difference. When the contextual performance sub-dimension was examined, no significant difference was found in the studies of Çalı (2019) and Şener (2017); but according to the studies of Kurnaz (2018) and Keçeli (2018), a significant difference was found.

In this study, no significant difference was found between task and context performance dimensions according to age variable. It can be said that there is an ineffectiveness due to the age range of the participants working in sports centers. The age range of 18-30 and 31-40 can be considered as an age group suitable for gymnastics and where muscle strength is efficient. When the employee performance was analyzed according to gender variable, while any significant difference was not found in the studies of Tuncer (2019) and Öztürk (2019) in terms of task performance, there was a significant difference in the studies of Çoşgun (2019) and Çalı (2019). When the contextual performance sub-dimension was examined, no significant difference was found in the studies of Tükel (2018) and Keçeli (2018), but a significant difference was found in Çoşgun (2019) and Şener (2017) studies.

In this study, no significant difference was found between task and contextual performance dimensions according to gender variable. The reason why there is no meaningful difference is that the male and female employees have working environments determined according to their interests and specialties. It can be seen that the performance of employees is not affected because they are trained and specialized in their own branches. It can be seen that the inequality of muscle strength between men and women in different business areas has been replaced by branch expertise in sports centers. When the employee performance is analyzed according to the educational status variable, no significant difference was found in the work performance of Çoşgun (2019) and Kocabacak (2011), while a significant difference was found in the studies of Kurnaz (2018) and Çalı (2019). When

the contextual performance sub-dimension was examined, no significant difference was found in the studies of Çoşgun (2019) and Şen (2018), but a significant difference was found in the studies of Çalı (2019) and Tükel (2018). In this study, no significant difference was found between task and contextual performance dimensions according to educational status variable. Increasing education level can be seen as an important factor triggering idealistic thinking and desire for success. Considering the presence of trained participants, it can be said that it is important for employees to fulfill job description requirements and increase organizational benefit.

When employee performance was analyzed according to marital status variable, no significant difference was found in Öztürk (2019), Tuncer (2019) and Şener's (2017) studies. When the contextual performance sub-dimension was examined, no significant difference was found in the studies of Tuncer (2019) and Kocabacak (2011), but a significant difference was found according to the studies of Öztürk (2019) and Şener (2017).

In this study, no significant difference was found between task and contextual performance dimensions according to the marital status variable. It can be said that sports center employees behave professionally by not reflecting their family life and emotional life to business life. When the employee performance was analyzed according to the total working time variable, no significant difference was found in the studies of Gündoğan (2016) and Şener (2017) in terms of task performance, while significant difference was found in the studies of Acar (2019) and Kocabacak (2011). When the contextual performance sub-dimension was examined, no significant difference was found in the studies of Gündoğan (2016) and Şener (2017), but a significant difference was found according to the studies of Kurnaz (2018) and Kocabacak (2011).

In this study, no significant difference was found between task and context performance dimensions according to total working time variable. Considering that the majority of the participants are young and do not have much work experience from the past, it can be said that they do not have a positive or negative effect for the sports center where they continue to work. It can be said that past work experiences do not affect their performance in the sports center for the participants whose total work time is long. When the employee performance is examined according to the working time variable in the sports center, no significant difference was found in the studies of Öztürk (2019), Keçeli (2018) and Tükel (2018) in terms of work performance. When the contextual performance sub-dimension was examined, no significant difference was found in the studies of Keçeli (2018) and Gündoğan (2016), but a significant difference was found compared to the study of Acar (2019). In this study, no significant difference was found between task and contextual performance dimensions according to working time variable in sports center. It can be said that the appropriate working conditions are provided in return of the positive attitude of the managers in the sports center towards the employees and that the negativities that may decrease the performance of the employees are avoided.

References

- Acar, N. (2019). *Perceived leadership behaviors of nurses. The relationship between performances*, (Master's Thesis). National Thesis Center Database. It has been reached.
- Alpay, M.Ü. (2019). *Leadership styles of secondary school administrators in terms of school climate* (Master Thesis). Accessed from the National Thesis Center Database.
- Bakan, İ. and Büyükbese T. (2010), Comparison of Current-Future Situation Regarding Leadership Types and Power Resources: A Field Research Based on Perceptions of Managers of Educational Institutions, *KMU Journal of Social and Economic Research*, 12 (19), 73-84.
- Bass, B. M. and Avolio, B. J. (1995). *The Multifactor Leadership Questionnaire for Research*. Palo Alto, CA: MindGarden.
- Baş, S. (2018). *Examination of the relationship between high school principals' leadership styles and their competence to manage change*, (Master's Thesis). Accessed from the National Thesis Center Database.
- Başbekleyen, M.A. (2019). *The Relationship between School Managers' Transformational, Interactive Leadership Behaviors and Job Satisfaction*, (Master's Thesis). Accessed from the National Thesis Center Database.
- Bezirci, S.S. (2019). *The relationship between leadership styles, organizational silence and organization al citizen ship behavior* (Master's Thesis). Accessed from the National Thesis Center Database.
- Boyras, A. (2018). *The effect of leadership styles of special education principals on school culture and climate* (Master Thesis). Accessed from the National Thesis Center Database.
- Canbaz, F. (2019). *The relationship between the principals 'transformational leadership characteristics and teachers' commitment to the organization* (Bolu-central secondary education), (Master's Thesis). Accessed from the National Thesis Center Database.
- Cosgun, E. (2019). *The effect of marital adjustment on employee performance*, (Master's Thesis). Accessed from the National Thesis Center Database.
- Çalı, S. (2019). *The mediating role of psychological capital in the effect of perceived influencing tactics on employee performance: A research in the tourism sector*, (PhD Thesis). Selçuk University, Institute of Social Sciences, Konya.
- Çekmecelioglu, H. G. (2014). The effects of leadership and task-oriented leadership styles on organizational commitment, job performance and intention to quit. *Kocaeli University Journal of Social Sciences*, (28), 21-34.

- Cetin, M.M. (2018). *An analysis of transformational leadership: The relationship between leadership perceptions and organizational commitment of banking sector employees* (Master's Thesis). Accessed from the National Thesis Center Database.
- Dülker, A.P. (2019). *The relationship between transformational leadership and organizational cynicism: The case of Balıkesir province*, (Master's Thesis). Accessed from the National Thesis Center Database.
- Gundogan, H. (2016). *Relationships between emotional intelligence and business performance: An application on five star hotels in Alanya*, (Master Thesis). Accessed from the National Thesis Center Database.
- Helvacı, M.A. (2002). Importance of Performance Evaluation in Performance Management Process, *Ankara University Journal of the Faculty of Educational Sciences*, 35 (1-2), 155-169.
- Herdman, E.A. (2012). All Theory No Practice, Yazıcı Korkmaz, Ö.) *Journal of Nursing Education and Research*, 1 (9).
- Hicks, G. H, Gullert, C. R. (1981). *Organizations; Theory and Behavior*.
- Incirkus, D. (2012). Leadership styles and performance of employees in educational institutions effects: Sample application on private educational institutions, (Master's Thesis). National Thesis Center Database. (Thesis No: 333331).
- Jex, S. M. (2002). *Organizational psychology: A scientist-practitioner approach*. New York, NY: John Wiley & Sons, Inc.
- Kalkandelen, H. (1997). *Restructuring in Organizations and Norm Staff*. Ankara: Memorial Publications.
- Kamer, H. (2018). *Leadership styles of hospital managers to conflict management strategies effect*, (PhD Thesis). Marmara University, Institute of Health Sciences, Istanbul.
- Kaynak, A. (2011). *The impact of strategic leadership on performance appraisal and Kütahya*. An application of secondary education institutions in the province, (Master's Thesis). National Thesis Center Data Accessed from the base.
- Keçeli, S. (2018). *Task and contextualization of organizational learning ability from employee perspective. Impact on performance: An application in the health sector*, (PhD Thesis). Haliç University, Institute of Social Sciences, Istanbul.
- Kocabacak, A. (2011). *Personality in terms of human resources selection and placement process dimensions and employee performance relationship: An application on the psychotechnical level in the pharmaceutical industry*, (PhD Thesis). Selcuk University, Institute of Social Sciences, Konya.
- Koopmans, L. (2014). *Measuring individual work performance*.
- Kurnaz, S. (2018). *The relationship between safety culture perception and employee performance: Aircraft maintenance. A research on staff*, (Master Thesis). National Thesis Center Database. It has been reached.
- Onay, Ö.A. (2018). *The relationship between narcissism and leadership styles*. License thesis). Accessed from the National Thesis Center Database.
- Ozturk, S. (2019). *Employee performance, job satisfaction and organizational commitment of company academi effect*, (Master Thesis). Accessed from the National Thesis Center Database.
- Titrek, A. (2019). *Leadership styles and social entrepreneurship skills of school administrators (The case of Kocaeli province)*, (Master Thesis). National Thesis Center Data accessed from the base.
- Sener, Y. (2017). *The effect of organizational capital on business performance of psychological capital. Intermediate variable role*, (Master's Thesis). Accessed from the National Thesis Center Database.
- Titrek, A. (2019). *Leadership styles and social entrepreneurship skills of school administrators (The case of Kocaeli province)*, (Master Thesis). National Thesis Center Data accessed from the base.
- Torrington, D. And Hall, L. (1995). *Personnel Management HRM in Action*. 3rd Edition, Prentice Hall, London.
- Tosun, F. (2015). *Teachers' views of transformational leadership characteristics of school administrators. Basaksehir district sample*, (Master's Thesis). National Thesis Center Data accessed from the base.
- Tuncer, H.B. (2019). *The impact of HRM practices on employee wellbeing, job satisfaction and individual work performance*, (Master's Thesis). National Thesis Center Database. It has been reached.
- Turan Aydin, G. (2019). *According to teacher views, organizational socialization and transformational. The relationship between leadership*, (Master's Thesis), was accessed from the National Thesis Center Database.
- Tukel, Y. (2018). *Family and social policies of youth and sports clubs executives the relationship between perceived influencing tactics and business performances*, (PhD Thesis). Selcuk University, Institute of Health Sciences, Konya.
- Yucel Genc, B. (2019). *Job satisfaction of teachers with leadership styles of preschool managers. The relationship between*, (Master's Theses). Accessed from the National Thesis Center Database.
- Zengin, M. (2019). *The transformational leadership characteristics of school principals in secondary education. The relationship between security and organizational image*, (PhD Thesis). Atatürk University, Education Sciences Institute, Erzurum.