

Araştırma Makalesi/Research Article

**THE EFFECT OF ACCOMMODATION ENTERPRISES WORKERS'
PERCEPTION OF SERVANT LEADERSHIP ON ORGANIZATIONAL
IDENTIFICATION: THE CASE OF KONYA¹**

***KONAKLAMA İŞLETMELERİ ÇALIŞANLARININ HİZMETKAR LİDERLİK ALGILARININ
ÖRGÜTSEL ÖZDEŞLEŞME ÜZERİNE ETKİSİ: KONYA İLİ ÖRNEĞİ***

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Öz

Çalışanların hizmetkâr liderlik algılamaları örgütsel özdeşleşme düzeylerini doğrudan ya da dolaylı etkilemektedir. Bu çalışmanın amacı; hizmetkâr liderlik ile örgütsel özdeşleşme arasındaki ilişkiyi turizm sektöründe incelemektir. Bu bağlamda tesadüfi olmayan örneklem yöntemlerinden kolayda örnekleme yöntemi ile Konya'da bulunan konaklama işletmelerindeki 379 işgörenin katıldığı ampirik bir araştırma yapılmıştır. Toplanan veriler SPSS Amos 21™ yazılımı kullanılarak analiz edilmiştir. Araştırma bulgularına göre konaklama işletmeleri çalışanlarının hizmetkâr liderlik algılamalarının örgütsel özdeşleşme üzerinde pozitif ve anlamlı bir etkiye sahip olduğu anlaşılmıştır. Hizmetkâr liderliğin alt boyutlarından olan güçlendirmenin örgütsel özdeşleşme üzerinde pozitif ve anlamlı bir etkiye; otantikliğin örgütsel özdeşleşme üzerinde pozitif ve anlamlı bir etkiye; tevazunun örgütsel özdeşleşme üzerinde pozitif ve anlamlı bir etkiye; sorumlu yöneticiliğin örgütsel özdeşleşme üzerinde pozitif ve anlamlı bir etkiye sahip olduğu anlaşılmaktadır. Ayrıca cesaretin örgütsel özdeşleşme üzerinde negatif ancak anlamlı bir etkiye sahip olduğu tespit edilmiştir.

Anahtar Kelimeler: Hizmetkâr Liderlik, Örgütsel Özdeşleşme, Konaklama İşletmesi

Abstract

Servant leadership perceptions of employees affect organizational identification levels either directly or indirectly. The purpose of this study is to examine the relationship between servant leadership and organizational identification in the tourism sector. In this context, an empirical study has been conducted with 379 employees in the accommodation enterprises in Konya with easy sampling method from non-random sampling methods. The data collected were analysed using SPSS Amos 21™ software. According to the research findings, servant leadership perception of the employees of the accommodation enterprises has a positive and significant effect on organizational identification. Additionally, empowerment, authenticity, humility and stewardship sub-dimensions of the servant leadership have a positive and significant influence on the organizational identification. Furthermore, it has also been found that the courage sub-dimension of the servant leadership, has a negative but significant effect on organizational identification.

Keywords: Servant Leadership, Organizational Identification, Accommodation Enterprises

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GENİŞLETİLMİŞ ÖZET

Çalışmanın Amacı: Bu çalışmanın amacı Konya ilinde faaliyet gösteren konaklama işletmelerindeki çalışanların hizmetkâr liderlik algılarının örgütsel özdeşleşme üzerine etkisini araştırmaktır.

Araştırma Soruları: Konaklama işletmelerindeki hizmetkâr liderliğin önemi nedir? Konaklama işletmelerindeki hizmetkâr liderlik algısı ne düzeyde? Hizmetkâr liderlik algısının çalışanların örgütsel özdeşleşme düzeyleri üzerinde etkisi var mıdır?

Literatür Araştırması: Ulusal ve uluslararası literatür incelendiğinde, hizmetkar liderliği konu edinen birçok yerli ve yabancı çalışmanın olduğu görülmektedir. Söz konusu çalışmaların bir kısmı hizmetkâr liderlik teorisini inceleyerek yeni modeller öne sürülen çalışmalardan meydana gelmektedir. Bir kısmı ise hizmetkâr liderliğin ölçülmesine dönük araştırmaları kapsamaktadır. Ancak hizmetkâr liderlik ve örgütsel özdeşleşme konularının birlikte ele alındığı çalışma sayısı oldukça azdır. Var olan çalışmalardan Zhang vd. (2012)'e ait çalışmada hizmetkâr liderlik, örgütsel özdeşleşme ve iş aile zenginleşmesi kavramları birlikte incelenmiştir. Mayer vd. (2008) ile Çalışkan vd. (2013)'e ait çalışmalarda da benzer şekilde hizmetkar liderliğin örgütler üzerindeki pozitif etkileri üzerine çeşitli hipotezler ortaya konmuştur.

Yöntem: Çalışmada tesadüfi olmayan örneklem yöntemlerinden kolayda örnekleme yöntemi kullanılarak, Konya'da bulunan konaklama işletmelerindeki 379 işgörenin katıldığı ampirik bir araştırma gerçekleştirilmiştir. Türkiye Kültür ve Turizm Bakanlığı'nın 2017 yılı verilerine göre Konya ili ve ilçelerinde turizm işletme belgeli 36 konaklama tesisi bulunmaktadır. Bu araştırmanın evrenini oluşturan konaklama işletmelerindeki çalışanların sayısı tam olarak bilinmemektedir. Bu nedenle evren bilinmediğinden örneklem büyüklüğünün belirlenmesi için Chi ve Qu, 2008 tarafından kullanılan $n = z^2 \cdot (p \cdot q) / e^2$ formülünden yararlanılarak örneklem büyüklüğü 385 kişi olarak hesaplanmıştır. Örneklem büyüklüğü 385 olarak belirlendikten sonra istenen örneklem büyüklüğüne ulaşmak için araştırmacı tarafından Konya ilindeki konaklama işletmelerinin (veya otellerin) yıldız sayıları ve tahmini olarak çalışan personel sayılarına göre tesadüfi olmayan örneklem yöntemlerinden kolayda örnekleme ile söz konusu konaklama işletmeleri çalışanlarına toplam 620 anket dağıtılmıştır. Örneklemin evreni iyi temsil etmesi gerektiği göz önünde bulundurularak mümkün olduğunca farklı işletmelerdeki çalışanlara ulaşmaya çalışılmıştır. Buna karşın araştırmaya konu olan çalışanlardan gelen 420 anketten eksik ve cevaplanamayan anketler çıkarıldıktan sonra bilimsel açıdan kullanılabilir toplam 379 anket (analiz birimi) elde edilmiştir. Toplanan veriler SPSS Amos 21™ yazılımı kullanılarak analiz edilmiştir. Araştırmada hizmetkâr liderlik algısının örgütsel özdeşleşme üzerindeki etkisini tespit etmek üzere regresyon analizi ve aralarındaki ilişkiyi belirlemek amacıyla Pearson korelasyon analizi kullanılmıştır.

Sonuç ve Öneriler: Araştırmada son yıllarda gittikçe önemi artan hizmetkâr liderlik algılamalarının örgütsel özdeşleşme üzerindeki etkileri kavramsal ve ampirik olarak ele alınmıştır. Elde edilen bulgulara göre örneklem kapsamındaki konaklama işletmeleri açısından hizmetkâr liderliğin örgütsel özdeşleşme üzerinde anlamlı ve pozitif bir etki yarattığı; hizmetkâr liderlik özellikleri arasında yer alan geride durma boyutunun çalışanların örgütsel özdeşleşme düzeyleri üzerinde anlamlı bir etkiye yol açmadığı, oysaki geride durma boyutunun çalışanlarda içsel motivasyona yol açması Hackman ve Oldham'ın ortaya koyduğu içsel ve dışsal motivasyonları üzerinde doğrudan etkili olması beklenmektedir. Aynı zamanda hizmetkâr liderlik özellikleri arasında yer alan hesap verebilirlik boyutunun örgütsel özdeşleşme üzerinde pozitif yönde belirleyici bir katkı yapmadığı görülmektedir. Bu örneklem kapsamındaki konaklama işletmeleri açısından hizmetkâr liderlik özellikleri arasında yer alan affetme boyutunun örgütsel özdeşleşme üzerinde pozitif yönde belirleyici bir katkı yapmadığı görülmektedir. Oysaki hizmetkâr liderlerin insanlara karşı hoşgörülü olma, insanların zayıf, hata yapabilir olduklarını kabul eden kişiler olması oldukça önem arz etmektedir. Bu örneklem kapsamındaki konaklama işletmeleri açısından hizmetkâr liderlik özellikleri arasında yer alan otantiklik boyutunun örgütsel özdeşleşme üzerinde pozitif ve anlamlı bir etki yarattığı görülmektedir. Bu durumda konaklama işletmeleri yöneticilerinin tam olarak kendi duygularını tanıdıklarını, anladıklarını ve duygularını etkili bir şekilde yönettiklerini söylenebilmektedir. Araştırmada cesaret boyutunun örgütsel özdeşleşme üzerinde anlamlı ancak negatif bir etkiye sahip olması ise dikkat çekici bir diğer husustur. Cesaret boyutunun konaklama işletmelerinde çalışanların örgütsel özdeşleşmesini olumsuz etkilemesi bir sorundur. Buna karşılık konaklama işletmelerindeki yöneticilerin sahip oldukları tevazu özelliği çalışanların olumlu bir geribildirim almaları hususunda etkili olmaktadır. Araştırma da tevazu boyutunun örgütsel özdeşleşme üzerinde anlamlı ve pozitif bir etki yaratması bu durumu desteklemektedir.

INTRODUCTION

In order to understand a leader, first of all, his/her role on the members should be studied. Because the most essential feature of leadership is the link between leader and its members. Moreover, members are greatly influenced by the leader's personality, activities and attitudes, and in turn individual characteristics of the members influence the leader's effectiveness. The leader should always keep in mind that his/her members do not have the same characteristics, willingness and anticipation, on the contrary, each member has a different personality. Thus, before any action, leaders should always consider that his/her members are a group with various characteristics so that they can direct their leadership accordingly (Westerbeek and Smith, 2005: 57).

According to Dannhauser, especially in the 21st century, new type of leadership occurred instead of traditional autocratic types. This new type enhances the personal and professional development of employees and also brings up teamwork and integration of community, seeks the participation of others personally in the decision-making processes; take care of institutions on the basis of ethical and discreet manner and always bringing quality up. This new approach is referred as "servant leadership" (Dannhauser, 2007: 1-10).

The theory gained great importance in many parts of the world, especially in the USA. Companies explicitly announce the philosophy of servant leadership as management policies (the absence of such an implementation in any other leadership style), organizations and managers undertake a commitment in this direction, the theory targets the happiness and well-being of the whole society instead of only organizations or employees, most importantly servant leadership is a type that can be learned, suggesting leadership as a team work rather than offering a single leader. These are only some of the features that increase the respectability of the concept. Especially for people-oriented service enterprises, the concept is much more critical. For this reason, it is not a coincidence that this study is conducted on tourism enterprises.

The most basic feature of service enterprises is that they have labour intensive structures. Additionally, the fact that the tourism enterprises in the service sector have tangible and intangible product characteristics, seasonal work and demand intensity, heavy competition conditions, technological developments, rapid changes in customer requests and expectations make the leadership style in tourism enterprises much more important (Akbaba and Erenler, 2008: 22) and increasing the need for a human-focused leadership style in these enterprises.

Moreover, tourism and travel are accepted as important economic activities in most countries of the world and these are the factor which makes the sector is important. The tourism sector has significant contributions to the economy directly (accommodation, entertainment, transport, food and beverage) and indirectly (travel and tourism investment spending, the impact of purchases, government collective travel and tourism spending) (WTTC, 2017: 2).

On the other hand, sector's contribution to the overall economy is highly important. While the direct contribution of the sector to GDP has been around 5% in recent years, the total contribution increases to 12.9%. In line with this general contribution, the direct contribution of the sector to employment is expected to decline to 7.8% in 2017, while it is 8.1% on average in 2016 (WWITC, 2017). In an environment where the employment opportunities of our country with young population are decreasing, the sector's strategic importance has to be taken into consideration.

In particular, the behaviour and personal characteristics of the leaders in the organizations deeply influence the employees, therefore the need for good leadership with honesty and courage become more and more important in coming years. In this case, it would be appropriate to explore an emerging philosophy of leadership that promotes ethical behaviour with a culture of trust and respect, facilitating employee care and environmental management. Global practices of servant leadership for service

providers are first presented by Robert Greenleaf (1977) and have the purpose of steering the industry by focusing on delivering service leadership perfection, service excellence and "hospitality" (Brownell, 2010: 363-364).

Servant leadership theory focuses primarily on the needs, desires and behaviours of employees and tries to influence them positively. As a result of the leader's positive behaviour in this direction, the members will become successful, happy, and open to developments, as a result, new servant leaders of the future with this understanding will grow up. In achieving this result, it is effective that the servant leaders have strong moral and ethical values, assumptions and principles (Dannhauser, 2007: 1-10).

In that case, the relationship between the leader and his/her employees is established by mutual sharing, and the positive outputs of the employees in the organizations are connected to this process. Consequently, the leader's leadership style has a direct influence on the positive outputs of the employees and has a role in contributions of the employees to the organizations at the highest level. On the other hand, organizational identification levels are also highly important among the other factors in organizations. Because the organizational identities that employees have are necessary to be taken into account together with its effects they cause.

Identification, on an individual base, has effects of belonging to a group, self-improvement, meeting basic human needs as well as other psychological positive effects such as self-recognition. Identification, on the other hand, has an effect of coordination, reduction of job change, job satisfaction, demonstration of organizational citizenship behaviour, helping to reduce work stress, better control and defense of the organization, cooperation, high effort, participation, taking advantageous decision making, internal motivation, task performance and information sharing on organisations (Ashforth et al., 2008: 335-336).

Organizational identification affects not only the beliefs of the individual, but also their behaviour. Strong identification with the organization leads employees to have positive attitudes towards the life cycle of the organisation. When people become strongly identified with their organizations, their survival depends on the survival of the organization. Thus, individuals who are strongly identified with the organization will focus on all tasks beneficial to organisation as whole rather than self-interested ones (Dutton et al., 1994: 242-255).

In terms of characteristics, success in the accommodation businesses is directly related to the performances of managers and employees (Taşkıran, 2006: 172). In this case, servant leadership is accepted to be the most appropriate leadership model to meet the needs of the industry. With this perspective, the subject of the study has been chosen servant leadership perception of employees on organisational identification in the accommodation enterprises of the tourism sector.

At this point, it becomes important to answer these questions. What is the effect of servant leadership on employees? Is there any effect of servant leaders on organizational identification of employees? It is necessary to clarify whether the answers of the questions are positive or not. Many studies on this subject show that servant leadership has positive outcomes on the employees. This study seeks the presence of same results in Turkey. Because it is estimated that employees will be influenced by the organizational leadership style, if any, from servant leadership, and that this leadership style will positively impact employees' organizational identification behaviours.

The reasons for selecting Konya and its provinces in this study are economic value creation potential in Turkey's tourism sector as a region, high number of tourist visits, the increase in the number of new accommodation enterprises, very high staff turnover in the hospitality businesses, direct and indirect employment opportunities in tourism sector, the share of region's tourism in national income, its effect in the current account balance and its interaction with 55 different sectors. Additional to all these mentioned, this region is also selected to promote our country Turkey to the foreigners.

1. SERVANT LEADERSHIP

Greenleaf noted that the most important factor in the formation of the concept of servant leadership is familiarity of Jewish-Christian religious tradition with the concept of servant and Leo who is the main character of the German novelist Herman Hesse's novel called "Journey to the East" (Greenleaf, 1980: 2-4).

Leo defined as an extraordinary person by Greenleaf, and he connects people who are members of the brotherhood of the society and each participates in the journey for different purposes in the novel. As well as carrying passenger's luggage, Leo is a person he also keeps people together as a community with his joys and songs. Everything goes well when Leo accompanies the group. However, with the disappearance of Leo, everything was reversed. Even though the rules for how to act in this case were given to the passengers in writing, the group fell into disarray, and the journey was over, the group could not complete the journey without Leo. One of the people who participated in the trip (author Hesse) wants to find Leo, to write the history of the society and the journey, but without permission, this request constitutes a criminal offense according to the rules of society. During the trial of this person, Leo who was known as a servant previously acted also as a leader of the society and the president of the court. At the same time, the person who organizes the group and the journey was also servant leader Leo (Hesse, 2016: 65).

The concept of servant leadership, first introduced by Greenleaf, is not a theory that is limited to real managers or administrators or is not a concept specific to the organizations they manage. The concept is a tool that can achieve the dream which is building a better, shared, understanding and happy future for the society and civilization for people.

Greenleaf used the term "servant leader" instead of "leader servant" on purpose when setting out the concept of servant leadership. According to him, the fact that the word of servant represents underestimated or even loaded with negative meanings, whereas the word of leader constitutes a value in the opposite direction which represents authority and power. Although Greenleaf do know that the combination of words draw reaction, he accepted combing the words together purposely (Greenleaf, 1970: 6-7).

According to Greenleaf, servant leader should be servant first, as described in Leo. Leadership starts with the desire of a person to serve naturally first. Person then desires to lead consciously. The servant leader is sharply different from the leader first, perhaps because servant leader reduces the need for power and wealth. Serving as a leader is a choice that comes after the leadership is established. Greenleaf says that "Servant leader" and "leader servant" are two extremists. Among them are the shadows and blends in the infinite variety of human nature (Greenleaf, 1970: 7).

Drucker also supports a model of leadership similar to Greenleaf and suggests that leaders should have similar leadership qualities as Greenleaf's theory, whether they are in a military, a hospital, a church, or in a commercial organization. He also struggled with all forms of unethical leadership (Cohen, 2010: 91-167).

In his book *The Fifth Discipline* and his theory of Learning Organization Peter Senge is a scholar who admitted that he was affected by Greenleaf. Kofman and Senge (1993: 17-18) have explained this in their research by saying that the learning organizations will be built by a group of servant leaders.

Keith has stated that Greenleaf defines a philosophy as opposed to a theory about the servant leadership, and therefore in comparison with other theories, most important principles of servant leadership should be explained and underlined (Keith, 2017: 1). Andersen stated that in understanding Greenleaf's servant leadership theory, it is not obliged to accept leaders action as good or right. According to him, the real originality of the theory comes from what actually leaders do (Andersen, 2008: 3-4).

Spears mentioned that many organizations in the ranking of the top 100 organizations published by Fortune magazine accept the concept of servant leadership (Spears, 2010: 29-30). For Wallace, servant leadership is accepted as a worldview and he is interested in what the philosophical basis of the theory is. Wallace argues that servant leadership theory has no philosophical foundation, theory must have religious basis. However, the theory is based on a particular moral or ethical system, and it is far from providing a clear answer to why one should act as a servant leader (Wallace, 2007: 116-117).

Despite these ideas, Wong and Davey have pointed out in the book titled *The Leader of the Future* published by the Drucker Foundation that leadership with the command-and-control approach has been rejected, and instead companies like Toyota and Sony uses down-to-top leadership style and this became widely accepted style recently (Wong and Davey, 2007: 4-10).

The most important reason why servant leader theory is different from other leadership theories is the servant leader's characteristics. These characteristics have been expressed by different researchers in different features and with different dimensions.

Greenleaf is first ranked the ten essential features of the servant leader however he did not specify them in an order. These features are listening and understanding, acceptance and empathy, healing and serving, awareness and perception, persuasion, conceptualization, prediction and future-orientation, stewarding, dedication to people's development (Greenleaf, 1970; Spears, 2004).

In his theoretical study of the concept of servant leadership, Patterson explained the seven key interactive and following attributes that the servant leaders should have. The first and foremost feature of the servant leader is agapao love, followed by humility, altruism, vision and trust and these will strengthen the leader and will result in good service (Patterson, 2003: 1-10).

Winston expanded Patterson's theoretical model to a cyclical model. Winston explained that the leadership that started with this agapao love and reflected in leader's attitude in service will be passed to members and their attitude will follow the same love and moral accordingly. Winston suggested that leaders in an interaction with the members commitment, self-efficacy and intrinsic motivation of the members will increase and this will develop the altruism of the leaders in his targets. As a result, these will be reflected in the service of the members and the feedback will affect the leaders' attitude as a repetitive cycle (Winston, 2003: 1-9).

Dierendonck, in his work on the synthesis of servant leadership, noted that the work on leadership in recent years focuses on interaction, sharing and relationships among leaders and members instead of transformational leadership. Dierendonck accepts Greenleaf's definition of the Servant Leader with the ten basic characteristics as well as the numerous subtypes in the models of other researchers, as he thinks they overlap, he mentioned that these characteristics can be classified in 6 main groups (Dierendonck, 2011: 1232).

Dierendonck later expressed these features in 8 groups with Nuijten. Dierendonck and Nuijten's servant leadership features are (Dierendonck and Nuijten, 2011: 252);

1.Empowerment; aims leader to develop a proactive, self-confident attitude among followers and gives them a sense of personal strength.

2.Accountability; the leader gives the responsibility of the results to the individuals or the team.

3.Standing Back; if the task is completed successfully, the leader will step back and appreciation and succession will be accepted by the members.

4.Humility; this focuses on accepting that human can make mistakes.

5.Authenticism; this can be seen as a 'inner self' of the leader and leader's inner thoughts and feelings should be consistent.

6.Courage; this is about proactive behaviours and implies creating new ways.

7.Acceptance (later referred as Forgiveness); leader`s cognitive acceptance of members psychology and act with feelings of warmth and compassion.

8.Stewardship; leader`s expression of willingness in taking responsibility for whole of the company rather than his/her personal interests and control.

2. ORGANIZATIONAL IDENTIFICATION

In literature, the basis of the organizational identification theory mentions about the theories of identity and social identity and the theory of organizational identification must be examined together with these theories.

While identification first described by Freud (1922) as an emotional bond between individuals in a narrow sense, the term was broadly described by Harold Lasswell (1935) after Freud (Gautam et al., 2004: 302). In Lasswell`s study, detailed descriptions of identification have been made and the identification has been expressed as the process of perception about emotional relationship with other individuals (Tokgöz ve Seymen, 2013: 63).

Ashforth et al. express the identity as an appropriate personnel description to the questions of ‘who am i’ or ‘who we are’ on the contrary, the social identity theory described the identity of the individual with a group. They point out that the difference between the two concepts comes from their relative identity levels as the individual identity is individual and separates individual from each other, while social identity is an identity shared among members and separating groups from each other. Hence, they have stated that they did not take individual identity into account in their work because organizational identification covers collectivism with groups and roles (Ashforth et al., 2008: 327-328).

The Social Identity Theory (SIT) is an approach put forth by Henri Tajfel and his colleagues to identify and understand the psychological basis of group-to-group behaviour and non-group discrimination. Ashforth and Mael argued in their study that in the case of application of social identity theory to organizational identification theory suggested by Tajfel and Turner, the distinction of identification with organizational commitment can come out clearly (Ashforth and Mael 1989: 20).

This work by Ashforth and Mael is recognized as the most important work in the literature which clearly reveals the difference between organizational commitment and identification concepts and suggests that identification should be considered as a different theory.

Ashforth and Mael stated in their work that they use the concepts of social identity and group identification as equivalent concepts and stated that the four principles of group identification are related to the concept of organizational identification. The first principle accepts the identification is seen as a cognitive perception and does not need to be accompanied by certain behaviours or emotions. Second principle sees the success or failure of the group of social / group identification as a personal experience of the individual. The third is that the social identification is different from the internalization because individuals may be incompatible with the current values, strategy, authority and other values of the organisation even though they define themselves with the organization they are working with. Fourth principle accepts that the group identification is similar to an individual identification (Ashforth and Mael, 1989: 21-22).

Another study by Mael and Tetrick, which addresses organizational identification from a different perspective on the theory of social identity. Mael and Tetrick argue that individuals have a tendency to think together with the groups or organizations they belong to. Hence, it is often observed that they share common qualities and deficiencies, achievements and errors, and tend to perceive them as entwined identities (Mael and Tetrick, 1992: 813-817).

On the other hand, Foreman and Whetten regard organizational identification as an identity match. According to them, as a consequence of the application of the theory of social identity to organizations, individuals identify themselves with the organization and express themselves as a subordinate identity of their social identities (Foreman and Whetten, 2002: 619).

3. THE EFFECT OF SERVANT LEADERSHIP PERCEPTIONS ON ORGANIZATIONAL IDENTIFICATION

In this study, there are studies extensively explains the concept of servant leadership and organisational identification from the literature. However, servant leadership theory is a quite new theory compared to the others, therefore number of studies in Turkish literature is limited. Some of the studies on servant leadership theory in the literature are: Greenleaf (1970), Spears (2003, 2004, 2010), Keith (2017), Boyum (2006), Andersen (2008), Wallace (2007), Wong and Davey (2007), Brown and Bryant (2015), Laub (1999, 2003), Russel and Stone (2002), Patterson (2003), Winston (2003), Waddell (2006), Page and Wong (2000), Dierendonck (2011), Sendjaya (2015), Dannhauser (2007), Ehrhart (2004), Dennis and Bocernea (2005), Aslan and Özata (2011), Erkutlu and Chafra (2015), Guillaume (2013), Liden et. al. (2008), Barbuto and Wheeler (2006), Washington et.al. (2006), Dierendonck and Nuijten (2011), Preiss (2014), Bakan and Doğan (2012) and Ürü (2013) put forward models for the theory of servant leadership in their studies and established scales for the evaluation of the servant leadership. Zhang et al. (2012), Mayer et al. (2008) and Çalışkan et al. (2013) developed various hypotheses on the positive effects of the servant leadership on organizations in their research.

On the other hand, for the question of 'Is there a relationship between organizational identification and leadership?' Ashforth et al. mentioned that this relationship was explored by Van Knippenberg and Hogg in terms of leadership in 2003, and by Lord and Brown in terms of employees in 2004, however, there are more studies. Ashforth et al. addressed that the most significant development in identification and leadership literature is the work of Hogg in 2001, based on the theory of social identity and self-recognition, and that group prototyping is a key variable in leadership perceptions (Ashforth et al., 2008: 338).

He and Brown pointed out in their recent studies that the increase in the identification of employees influenced by interaction between people and dynamic factors, including leadership and social interaction factors. He and Brown expressed that in the survey conducted by Avolio, Walumbwa and Weber in 2009, leaders, including organizational identification are effective in shaping the identity of their members, employees have an important role in the daily work life in organizations and organizational identification has a positive interaction with many types of leadership, including ethical and transformational leadership (He and Brown, 2013: 17).

4. RESEARCH METHOD

The research methodology consists of sample selection, data collection and data collection tools, process, return rate and research model. In addition, hypotheses have been developed in the context of the established model and data analysis methods have been determined to test hypotheses.

4.1. Determination of the Sample Size and Restricts

The universe of the study is employees of the accommodation enterprises established in Turkey. However, sampling method have been chosen because of the difficulties in reaching all employees, and constraints such as the cost, time, and fast results in the data collection process. The sample of the research is the employees of the accommodation enterprises of Konya and its districts (Altunışık et al., 2007: 123-132).

According to the data obtained from the Ministry of Culture and Tourism in Turkey, there are 36 accommodation enterprises with a tourism business certificate in 2017. The number of room in these

tourism enterprises are 3018 and the numbers of beds they have recorded as 6031 (Turkey Ministry of Culture and Tourism, 2017).

The number of employees in the chosen accommodation businesses that make up the universe of this research is not fully known. Because of not being able to obtain the number of employees, formula created by Chi and Qu (2008) to determine the sample size have been used and sample size determined as 385. In the study, after the sample size was determined as 385, a total of 620 questionnaires (easy sampling by random number sampling) were distributed by the researcher to the accommodation enterprises and hotels in Konya according to the number of stars and estimated staff working in these enterprises. Given that the sample should represent the universe well, it has been tried to reach as many different employees as possible. On the other hand, after missing and unanswered questionnaires were taken out, a total of 379 questionnaires (analysis units) were obtained and used scientifically. The turnover rate of the questionnaires is 61.1%.

As there are good contributions as a result of this study, there are limitations taken into account when interpreting the research findings. The first limitation is that data obtained only from the staff of the accommodation enterprises in Konya and its districts. In order to generalize these findings in terms of employees of all accommodation enterprises, more studies have to be made for a larger groups and maybe different sectors and different sample sizes can also be included in the future. Second limitation can be the participants' and organizations' reluctant manner in sharing information and less time spending in answering the questions.

4.2. Data Collection and Data Collection Tools

Survey method was used as data collection method in the study. To perceive servant leadership, the scale developed by Dierendonck and Nuijten (2011: 252-255), adapted by Duyan and Van Dierendonck (2014: 13) into Turkish; for organisational identification, the scale developed by Mael and Ashforth (1992) and adapted by Tüzün (2006: 133) into Turkish have been used. The consistency coefficient found $\alpha = .91$ for the scale adapted into Turkish by Duyan and Van Dierendonck and $\alpha = .78$ found for the scale adapted by Tüzün. The questionnaire is made of three parts in total. The first part consists of information on demographic factors, the second part accounts for the perceptions of servant leadership and the third part of the questionnaire have the questions of organizational identification. A 6-point Likert-type scale was used to determine participation levels in the survey (1 = Absolutely I do not agree, 2 = I do not agree, 3 = Partially I do not agree, 4 = Partially agree, 5 = I agree, 6 = I absolutely agree).

4.3. Method of Data Analysis

Simple linear regression analysis was used to test the hypotheses of the study investigating the effects of servant leadership on organizational identification in terms of employees at accommodation enterprises. Moreover, demographic information about individuals participating in the study was given as frequencies (f) and percentages (%) in the statistical analyses made in the study. The questionnaire reliability for the scales was tested using Cronbach's Alpha.

Hypothesis 1: Employees' perceptions of servant leadership positively affect organizational identification.

Hypothesis 1a: Empowerment sub-dimension of servant leadership positively affects organizational identification.

Hypothesis 1b: The standing back sub-dimension of servant leadership positively affects organizational identification

Hypothesis 1c: The accountability sub-dimension of servant leadership positively affects organizational identification.

Hypothesis 1d: The forgiveness sub-dimension of servant leadership positively affects organizational identification.

Hypothesis 1e: The courage sub-dimension of servant leadership positively affects organizational identification.

Hypothesis 1f: The authenticity sub-dimension of servant leadership, positively affects organizational identification.

Hypothesis 1g: The humility sub-dimension of servant leadership positively affects organizational identification.

Hypothesis 1h: The stewardship sub-dimension of servant leadership positively affects organizational identification.

4.4. Research Findings

Cronbach's Alpha score have been calculated to analyse the reliability of the questionnaire which returned from 379 participants and consisted of 36 items.

Table 1: Results of Reliability Analyses for the Scales

Dimension	Cronbach Alpha	Number of Items
Servant Leadership	0,941	30
Organizational Identification	0,970	6

According to Table 1, it can be seen that the reliability levels of the scales are adequate and significant. Demographic information about the participants of the questionnaire is shown in Table 2 below;

Table 2: Distributions of Frequencies (f) and Percentages (%) Concerning Demographic Variables

Demographics	Number	Ratio
Gender	Female	163 43,0%
	Male	216 57,0%
	Total	379 100,0%
Marital Status	Single	182 48,0%
	Married	197 52,0%
	Total	379 100,0%
Educational Status	Primary and Middle School	9 2,4%
	High School	93 24,5 %
	Associate Degree	101 26,6 %
	Bachelor's Degree	160 42,2 %
	Postgraduate Degree	16 4,20 %
Total	379 100,0 %	
Duration of Professional Employment	1-5 Years	122 32,2 %
	6-10 Years	149 39,3%
	11-15 Years	56 14,8%
	16 Years and longer	52 13,7%
Total	379 100,0%	
Age Groups	18-25 Years	131 34,6 %
	26-30 Years	128 33,8 %
	31-35 Years	64 16,9%
	36-40 Years	45 11,9%
	41-65 Years	11 2,9%
Total	379 100,0%	

When looking at the demographic data shown in Table 2, it can be seen that the 57 % of the participants were male while 43 % were female and 48 % were single whereas 52 % were married.

According to the Table 2, the participants hold primarily a bachelor's degree with a rate of 42.2 %, while 2,4 % held primary-middle school level education, 24,5 % had high school education, 26.6 % had associate degree and 4.2 % had postgraduate degree. As far as the length of the participants' employment was concerned, 39.9 % had employment between 6 to 10 years, 32.2 % had employment between 1 to 5 years, 14.8 % had employment between 11 to 15 years, whereas 13.7 % had employment for 16 years or longer. When looking at the age of the participants, it was seen that 34.6 % of the them at ages between 18-25, 33,8 % of them at ages between 26-30, 16,9 % of them at ages between 31-35, 11,9 % of them at ages between 36-40, and 2,9 % of them at ages between 41-65.

4.5. Confirmatory Factor Analysis

A confirmatory factor analysis test was performed by SPSS Amos 21 to determine the pre-defined factors' appropriateness for the questionnaire. The results are given below.

Table 3: Confirmatory Factor Analysis Results

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	168	1808,967	734	,000	2,465
Saturated model	902	,000	0		
Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	,906	,890	,942	,932	,942
Saturated model	1,000		1,000		1,000
Model	RMSEA		LO 90	HI 90	PCLOSE
Default model	,062		,059	,066	,000
Independence model	,238		,235	,241	,000

According to the Table 3, the goodness of fit index values (CMIN / DF = 2,465), CFI = 0,942 and RMSEA = 0,062, the preliminary factors are confirmed and represent the appropriate factor structure. Therefore, the analysis were carried out (Bayram, 2010, Yilmaz and Celik, 2009, Hu and Bentler, 1999, Jöreskog and Sörbom, 1993, Bentler, 1990, Transferred from: Dunn et al., 1993; Duyan and Dierendonck, 2014: 14-18).

4.6. Correlation Analysis

The correlation analyses made with regard to dimensions of servant leadership and organizational identification is given in Table 4 below.

Correlation analysis is a technique that provides the level and the direction of the relationship between multiple variables. Pearson correlation coefficient (r) developed by Pearson for intermittent / proportional scales, (r) presents the degree of linear relationship between two variables. In the correlation test, the correlation coefficient (r) should be between -1 and +1. When the relation between two variables is negative, the coefficient should be -1 and when the relationship between two variables is positive, the coefficient should be +1. In a situation that there is no relation between the variables, then the value of (r) will be equal to 0 ($r = 0$) (Tekin, 2009: 105-106).

Table 4: Pearson Correlation Analysis

Dimensions	b1	b2	b3	b4	b5	b6	b7	b8	b9	b10
b1	1									
b2	,709**	1								
b3	,465**	,256**	1							
b4	,333**	,403**	-,145**	1						
b5	,139**	,261**	-,104*	,117*	1					
b6	,668**	,478**	,546**	,107*	,193**	1				
b7	,684**	,598**	,419**	,274**	,287**	,722**	1			
b8	,630**	,577**	,350**	,297**	,241**	,614**	,731**	1		
b9	,903**	,775**	,541**	,404**	,303**	,810**	,869**	,795**	1	
b10	,761**	,609**	,435**	,295**	0,078	,663**	,688**	,696**	,801**	,899**

** $p < 0,01$, [$H_0: \rho_k = 0$ (k. Correlation coefficient is insignificant)]

Empowerment (b1), Standing back (b2), Accountability (b3), Forgiveness (b4), Courage (b5), Authenticity (b6), Humility (b7), Stewardship (b8), Servant leadership (b9), Organizational identification (b10).

According to the Table 4, there are positive and significant relationship between the perception of servant leadership and organizational identification ($r = 0,801$; $p < 0,01$), from the subdimension of the servant leadership: between empowerment and organizational identification ($r = 0,761$; $p < 0,01$), between standing back and organizational identification ($r = 0,609$; $p < 0,01$), between accountability and organizational identification ($r = 0,435$; $p < 0,01$), between forgiveness and organizational identification ($r = 0,295$; $p < 0,01$), between authenticity and organizational identification ($r = 0,663$; $p < 0,01$), between humility and organizational identification ($r = 0,688$; $p < 0,01$), and between stewardship and organizational identification ($r = 0,696$; $p < 0,01$).

4.7. Regression Analysis

Simple linear regression analysis was conducted to test the hypothesis regarding the relationship between servant leadership and organizational identification and the results are shown in Table 5 below.

Table 5: Results of Regression Analysis Concerning the Effects of Servant Leadership Perceptions on Organizational Identification

Variables	Non-standardized coefficients		Standardized coefficients	t	p
	β	Std. Error	β		
Constant	-,505	,157		-3,222	0,001
Servant Leadership	1,199	,046	,801	25,983	0,000

$p < 0,01$ F=675,091 R2= 0,641 Dependent variable: Organizational Identification (Tolerance Values: 1; VIF: 1; DURBIN WATSON: 1,813)

According to the results of the regression analysis in Table 5, the model, in which servant leadership was the independent variable while organizational identification was dependent variable, is statistically significant ($R^2 = 0,641$; $F(1,378) = 675,091$; $p < 0,01$). It can be seen that the servant leadership, which is the explanatory variable in the model, explains 64.1 % of the variance in organizational

identification, which is the dependent variable. According to the research findings, it is determined that servant leadership ($\beta = 0,801$; $p < 0.01$) has a positive and significant effect on organizational identification. Therefore, hypothesis **H1** is supported.

Simple linear regression analysis was conducted to test the hypotheses regarding the relationship between the sub-dimensions of servant leadership and organizational identification and the results are given in Table 6.

Table 6: Results of Regression Analysis Concerning Effects of Sub-Dimensions of Servant Leadership on Organizational Identification

Coefficients	Non-standardized coefficients		Standardized coefficients	t	p
	β	Std. Error	β		
Constant	,152	,205		0,744	,458
Empowerment	,371	,053	,361	6,947	,000
Standing Back	,083	,050	,074	1,659	,098
Accountability	,020	,038	,020	,518	,605
Forgiveness	,042	,038	,038	1,103	,271
Courage	-,123	,033	-,119	-3,714	,000
Authenticity	,180	,056	,156	3,231	,001
Humility	,128	,062	,109	2,080	,038
Stewardship	,310	,053	,262	5,811	,000

p < 0,01 F=102,985 R²= 0,683 Dependent Variable: Organizational Identification; Tolerance Values: 0,311;0,423;0,57;0,712;0,822;0,361;0,306;0,413)

According to the results of the regression analysis in Table 6, the model, in which the sub-dimensions of servant leadership were independent variable whereas organizational identification was dependent variable, is statistically significant ($R^2 = 0,683$; $F(8;378) = 102,985$; $p < 0.01$). It is seen that sub-dimensions of servant leadership perceptions, which were explanatory variables in the model, explained 68.3 % of the variance in organizational identification, which was the dependent variable. According to the findings of the study, from the sub-dimensions of servant leadership, empowerment ($\beta = 0,361$; $p < 0.01$); authenticity ($\beta = 0,156$; $p < 0.01$); humility ($\beta = 0,109$; $p < 0.01$); stewardship ($\beta = 0,262$; $p < 0.01$) had a positive and significant effect on organizational identification. Therefore, hypotheses **H1a**, **H1f**, **H1g**, and **H1h** are supported. However, it can be seen that standing back ($\beta = 0,074$; $p > 0.01$), accountability ($\beta = 0,020$; $p > 0.01$) and forgiveness ($\beta = 0,038$; $p > 0.01$) had a positive but not a significant effect on organizational identification. Therefore, hypotheses **H1b**, **H1c**, and **H1d** are not supported. In addition, it is observed that courage ($\beta = -0,119$; $p < 0.01$) had a negative but significant effect on organizational identification. Therefore, hypothesis **H1e** is not supported.

CONCLUSION

The importance of the effects of servant leadership perceptions on organizational identification increased in recent years have been studied conceptually and empirically in this research. Because the characteristics of servant leadership lead to many positive organizational outcomes, including organizational identification, in employees. For this reason, a simple linear regression analysis was carried out to the accommodation enterprises' employees in Konya and its districts, which is a sample of the research to analyse the effect of the employees' perceptions of servant leadership on organizational identification. According to the results of regression analysis, between the servant leadership perception and organisational identification, there is a positive and significant relationship. To compare the findings

obtained in this study with the previous studies, deep literature review has been carried out. Some of them are as follows. Ateş (2015) found a positive relationship between servant leadership and organizational identification in his study performed by employees of an electronics company. In a study of Vondey (2010), applied to industry workers in USA, found that servant leadership behaviour partially predicts organizational citizenship behaviour, and that organizational identification partially alleviates the relationship between servant leadership and organizational citizenship behaviour. Dierendonck and Nuijten (2011) found a positive relationship between organizational commitment and servant leadership in their study; Çalışkan et al. (2013); Zhang et al. (2012) and Baytok and Ergen (2013) studies determined a positive relationship between servant leadership and organizational identification. Consequently, the results of these studies are supportive with the findings of this study.

According to the findings of regression analysis revealing the relationship between empowerment and organizational identification from the sub-dimensions of servant leadership perception, empowerment had a positive and significant effect on organizational identification. According to the findings of regression analysis revealing the relationship between authenticity and organizational identification from the sub-dimensions of servant leadership perception, authenticity had a positive and significant effect on organizational identification. According to the findings of regression analysis revealing the relationship between humility and organizational identification from the sub-dimensions of servant leadership perception, humility had a positive and significant effect on organizational identification. According to the findings of the regression analysis revealing the relationship between stewardship and organizational identification from the sub-dimensions of servant leadership perception, stewardship had a positive and significant influence on organizational identification. According to the findings of regression analysis revealing the relationship between courage and organizational identification from the sub-dimensions of servant leadership perception, courage had a negative but significant effect on organizational identification. This study is unique in looking at the effects of subdimensions of servant leadership on organisation identification, the results cannot be compared. However, the following conclusions can be drawn about the findings.

1. It became evident that standing back dimension of servant leadership among the staff of accommodation enterprises had no significant effect on their organisational identification. However, standing back dimension's leading to internal motivation in employees, Hackman and Oldham mentioned that the dimension should have an immediate effect on the internal and external motivations of employees. At the same time, the accountability dimension of servant leadership has no decisive positive contribution on organizational identification. However, the accountability of the manager and the responsibility of the employees to their jobs they are doing lead to harmony with the elements of Hackman and Oldham's five business features model. These features include factors such as independence, participation in work, responsibility, creativity, opportunities to use one's skills and competences, and satisfactory feedback on one's performance (Mottaz, 1985: 366). Because of these shortcomings, it is necessary for the managers to determine the training requirements for the standing back and accountability, or to select the managers who have the characteristics of standing back and accountability in the recruitment / promotion stage in the sector.

2. The forgiveness dimension of servant leadership has no decisive positive contribution on organizational identification in the respect of accommodation enterprises in Konya. However, it is very important that the servant leaders are people who are tolerant to people and accept that people can be weak and make mistakes. If managers with these characteristics are desired, their training requirements for forgiveness should be identified or highly skilled managers with forgiveness characteristics should be selected in the employment / promotion stage. Consequently, one of the basic requirements for being people-oriented and creating positive impacts on both organizational outcomes and employees is the forgiveness that the leader should have and this will lead to positive organizational behaviour. When

managers have empathic perspectives, it can be beneficial both for himself/herself or the organisational climate so that he/she can tolerate and manage the differences.

3. In terms of accommodation enterprises covered in this study, the dimension of authenticity among the characteristics of servant leadership, appears to have a positive and significant impact on organizational identification. In this case, it can be argued that the managers in this sector are fully aware of their own feelings, understand and manage their feelings effectively.

4. Another remarkable result show that the dimension of courage in this study has a significant but negative effect on organizational identification. It can be a problem that the dimension of courage negatively affects the organizational identification of the employees in the accommodation enterprises. Because there is a high risk of unexpected situations in these enterprises. Because the service provided includes activities such as food and beverage, entertainment and recreation, as well as hosting people from different cultures and characteristics, there is also a possibility of unfortunate situations. Because, the nature of the product in service sector is intangible, it is impossible to stock them. This makes it more important for managers to intervene and take risks. In this respect, Hackman and Oldham's model is expected to have a positive effect of courage dimension on challenging feature of jobs and it is an inevitable consequence that the dimension of courage in such enterprises is not an effective variable in the positive direction on organizational identification. For this reason, it is necessary that the dimension of the courage in the enterprises included in this study should be improved by determining the negative aspects in terms of the employees.

5. On the other hand, the humility nature of the managers of the accommodation enterprises is that they have an influence on the employees to get positive feedback. The fact that the dimension of humility in the research has a significant and positive effect on organizational identification supports this situation. Especially, stewardship and empowerment factors among all findings have a positive effect on organizational identification, which supports this situation. According to this, empowerment implementations on the employees of the accommodation enterprises, importance of the talents and personal development of the employees, the goals being set out for the whole society and the quality of the outcomes and managers responsibility distribution accordingly, as a result of the servant leadership, internal and external motivations of employees (such as supervisory support) will be positively affected.

In addition to individual works, having the team activities indicates that accommodation enterprises are also team-oriented businesses. Because the most important features of the teams are the participant leadership, the ability of the team members to have a common responsibility awareness, high communication and as well as managers' self-sufficiency and self-definition. Especially in this situation, quality of service becomes decisive for labour-oriented accommodation enterprises. Because team members' compliance with each other will also be reflected in the service provided by employees (Ashforth and Mael 1989: 21-22). In this context, it is getting more and more important for these enterprises to have right leaders and leader characteristics, and the efforts in this direction are getting necessary.

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