



**EFFECTS OF SUPERVISORY DISCRIMINATION ON EMPLOYEES'  
ORGANIZATIONAL ATTITUDES: MODERATING ROLES OF  
LEADERSHIP STYLES, LEADER-GROUP PROTOTYPICALITY, AND  
EMPLOYEES' DEMOGRAPHIC CHARACTERISTICS**

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## ABSTRACT

### **EFFECTS OF SUPERVISORY DISCRIMINATION ON EMPLOYEES' ORGANIZATIONAL ATTITUDES: MODERATING ROLES OF LEADERSHIP STYLES, LEADER-GROUP PROTOTYPICALITY AND EMPLOYEES' DEMOGRAPHIC CHARACTERISTICS**

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Discriminatory acts are defined as unequal treatment towards people due to their memberships in particular groups (Goldman et al. 2006: 795). In organizations where discriminatory acts are common, negative outcomes such as corruption, decline in professionalism, increase in negative employee attitudes such as withdrawal behaviors, which contribute to decrease in organizational effectiveness are likely to be observed (Boy 2018: 51). Although there have been studies on prejudice and discrimination in social psychology literature (e.g., Stainback & Irvin 2012: 657; Schmitt et al. 2014: 921), organizational discrimination and supervisory discrimination had been underestimated by previous research in the fields of industrial and organizational psychology and organizational behavior (James et al. 1994: 1574). In the only study conducted on these topics in Turkey, Sümer et al. (2019) examined discriminatory acts in workplace in Turkey and found that discrimination in workplace included sub-dimensions of family and marital status based, sexual orientation based, age based, status based, belief/worldview/ideology based, disability based, group membership based and physical appearance based discrimination. In the present study, firstly, a scale of supervisory discrimination was be established by revising and rewording the organizational discrimination scale developed by Sümer et al. (2019). Secondly, based on the propositions of social identity theory (Tajfel & Turner 1979:

33), the relationships of supervisory discrimination with different types of organizational commitment (i.e., affective, normative, and continuance commitment) levels, three dimensions of organizational justice (i.e., procedural, interpersonal and informational justice) of employees were examined within the framework of the proposed regression model. In addition, moderating effects of two different leadership styles (i.e., paternalistic leadership and task-oriented leadership) and leader-group prototypicality (Hogg 1996: 295) in the above mentioned relationships were investigated. It was expected that employees whose managers predominantly adopted the paternalistic leadership style would report higher organizational commitment and organizational justice than subordinates of managers with low scores on paternalistic leadership style. On the other hand, in case of supervisory discrimination, employees whose managers score high on task-oriented leadership style were expected to report lower levels of organizational commitment and organizational justice than employees whose managers with score low on task-oriented leadership style. In addition, when the manager's perceived leader-group prototypicality is high, the negative relationships between supervisory discrimination and employees' perceptions of organizational commitment and justice are expected to be weaker than when the manager's leader-group prototypicality is low. Finally, moderating effects of employees' age and gender on the relationships between supervisory discrimination and the outcome variables were examined. Data were collected from 720 employees in Turkey and analysis of data was conducted by using IBM SPSS program. Supervisory discrimination was negatively associated with employees' organizational commitment, organizational justice, job satisfaction and psychological well-being. In addition, most of moderation hypotheses were supported. The findings are discussed in terms of theoretical and practical implications as well as suggestions for future research.

**Keywords:** Supervisory discrimination, paternalistic leadership, task-oriented leadership, leader-group prototypicality, organizational commitment, organizational justice

## ÖZET

# YÖNETİCİNİN AYRIMCILIK DAVRAN İŞLARININ ÇALIŞANLARIN KURUMSAL TUTUMLARINA ETKİLERİ: LİDERLİK STİLLERİ, LİDER- GRUP BENZERLİĞİ VE ÇALIŞANLARIN DEMOGRAFİK ÖZELLİKLERİNİN DÜZENLEYİCİ ROLLERİ

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Ayrımcı eylemler, belirli bir gruba ait oldukları için insanlara karşı eşit olmayan muamele olarak tanımlanmaktadır (Goldman ve ark. 2006: 795). Ayrımcılık davranışlarının yaygın olduğu kurumlarda yönetimsel yozlaşma, profesyonelliğin azalması, çalışanların bilinçli olarak işe geç gelme ve kaytarma eğilimlerinin artması ve neticesinde kurumun veriminin düşmesi gibi problemlerle karşılaşılabilir (Boy 2018: 51). Sosyal psikoloji alanyazınında uzun yıllardır önyargının sonucu olarak algılanan ayrımcılığa dair araştırmalar yapıyor olmasına karşın (ör., Stainback & Irvin 2012: 657; Schmitt vd. 2014: 921) endüstri ve örgüt psikolojisi ile örgütsel davranış alanyazınında kurumsal ayrımcılığı ve yöneticinin ayrımcılık davranışlarını ele alan çalışmaların sayısı son derece azdır (James vd. 1994: 1574). Türkiye’de bu konuda yapılmış tek çalışmada Sümer ve arkadaşları (2019), Türkiye’de işyerlerinde gözlemlenen ayrımcılık davranışlarını incelemişler ve iş yerlerindeki ayrımcılığın aile ve medeni durum, cinsel yönelim, yaş, statü, inanç/dünya görüşü/ideoloji, engellilik, aidiyet ve dış görünüş temelli olmak üzere farklı alt boyutları olduğunu bulmuşlardır. Bu çalışmada ilk olarak, Sümer ve arkadaşları (2019) tarafından geliştirilmiş olan kurumsal ayrımcılık ölçeğinden yararlanılarak, yöneticilerin sergilediği ayrımcılık davranışları ölçeği oluşturuldu. İkinci olarak, sosyal kimlik kuramının (*social identity*

*theory*, Tajfel ve Turner 1979: 33) önermelerinden yola çıkarak, yöneticilerin sergilediği ayrımcılık davranışları ile çalışanların örgütsel bağlılığın farklı boyutlarındaki (devam bağlılığı, normatif ve duygusal bağlılık) düzeyleri, üç boyuttan oluşan adalet algıları (işlemsel, kişilerarası ve bilgisel adalet algıları), arasındaki ilişkiler önerilen regresyon modeli çerçevesinde test edilmiştir. Bunun yanı sıra, belirtilen ilişkilerde iki farklı liderlik stiline (babacan liderlik ve iş-odaklı liderlik) ve lider-grup benzerliğinin (*leader-group prototypicality*, Hogg 1996: 295) düzenleyici etkileri araştırılmıştır. Babacan liderlik stilini baskın olarak gösteren yöneticilere sahip olan çalışanların, yöneticilerinin yüksek seviyede ayrımcılık davranışları sergilemeleri durumunda bile, babacan liderlik stilinde düşük skor alan yöneticilerin astlarına kıyasla daha yüksek düzeyde örgütsel bağlılık ve adalet algısı rapor etmeleri beklenmektedir. Diğer yandan, iş odaklı liderlik stili baskın olan yöneticilere sahip olan çalışanların, yöneticilerinin yüksek seviyede ayrımcılık davranışları sergilemeleri durumunda, bu liderlik stilinde düşük seviyede değerlendirilen yöneticilere sahip olan çalışanlara oranla daha düşük düzeyde örgütsel bağlılık ve adalet algısı rapor etmeleri beklenmektedir. Ek olarak, yöneticinin lider-grup benzerliğinin yüksek olması durumunda, yöneticinin ayrımcılık davranışları ile çalışanların örgütsel bağlılık, adalet algıları arasındaki negatif yönlü ilişkilerin, yöneticinin lider-grup benzerliğinin düşük olduğu duruma kıyasla daha zayıf olması beklenmektedir. Ayrıca, çalışanların yaş ve cinsiyetinin, yöneticinin ayrımcılık içeren davranışları ile sonuç değişkenleri arasındaki ilişkilerdeki düzenleyici etkileri incelenmiştir. Çalışma verisi 720 çalışandan toplanarak, verinin analizleri (tanımlayıcı istatistikler, çoklu uç skorlar, korelasyon analizleri) IBM SPSS programı kullanılarak yapılmıştır. Yöneticinin ayrımcı davranışları ile çalışanların örgütsel adaleti, örgütsel bağlılığı, iş tatmini ve psikolojik iyilik halleri arasında negatif korelasyon test edilmiştir. Ek olarak, moderasyon hipotezlerinin çoğu desteklenmiştir. Çalışmanın bulguları, teoriye yaptığı katkılar, gelecek çalışmalar için öneriler ve uygulamaya yönelik çıkarımlar çerçevesinde tartışılmıştır.

**Anahtar Kelimeler:** Yöneticinin ayrımcılık davranışları, babacan liderlik, iş-odaklı liderlik, lider-grup benzerliği, örgütsel bağlılık, örgütsel adalet.



*To my beloved family, to my dearest friends...*

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## ACRONYMS

AC	: Affective Commitment
CC	: Continious Commitment
LGP	: Leader-group Prototypicality
LMX	: Leader-member Exchange
NC	: Normative Commitment
PL	: Paternalistic Leadership
SIT	: Social Identity Theory

## CHAPTER I

### INTRODUCTION

Discriminatory acts are defined as unequal treatment towards people due to their membership in a particular group (Goldman et al. 2006: 795). Social psychology and organizational behavior literature include several theoretical approaches (e.g. Cox 1994) that provide relevant viewpoints to comprehend the phenomenon of discrimination. Social identity theory (SIT; Tajfel & Turner 1979: 33) is one of the main approaches, that defends that people are categorized into groups depending on shared characteristics, such as traditionality. In addition, the leader-member exchange theory (LMX; Dansereau et al. 1975: 46) claims that leaders may not treat subordinates equally; rather they specify their style with respect to the employees' motivation and needs. To illustrate, they may have a high level of interaction with subordinates whom they see close to themselves and their interests; whereas, they may interact with others whom they see as out-group with low quality (Liden & Maslyn 1998: 43).

Gender discrimination is one of the most common types of discrimination frequently observed in workplaces. Discrimination in the workplace occurs when job applicants or employees are treated negatively due to their gender (Bobbitt-Zeher 2011: 766). Age discrimination, which is another prevalent type of discrimination, is observed in cases where a person is deprived of certain rights in the workplace, not appreciated, dismissed or not hired because of his or her age (Yuan 2007: 292). Despite the ideas that support the prevalence of age discrimination in the elderly (Buz 2015: 268), young adults are also exposed to age discrimination for being inexperienced in work-life (Snape & Redman 2003: 79)

Studies have shown that discrimination negatively affects individuals' psychological well-being (Schmitt et al. 2014: 921). Perceived discrimination has been associated with poor health management (Marchiondo et al. 2017: 659). Besides, people may internalize the labels and discriminatory behaviors; accordingly, a decrease in self-esteem and an increase in the sense of weakness may be observed (Verkuyten 1998: 490). Furthermore, discriminatory acts not only reduce individuals'

self-esteem and life satisfaction, but also boost the risk of depression and anxiety levels (Xu & Chopik 2020: 459; Schmitt et al. 2014: 924).

Studies in the literature generally focus on perceived discrimination at the organizations (e.g., Boy 2018: 7; Tomei 2003: 401); however, there are very limited studies addressing supervisory discrimination and how supervisory discrimination affects employee-related, work-related, and organizational outcomes (Jeanquart-Barone & Sekaran 1996: 477). Indeed, at least to my knowledge, there is no research on this topic yet. Kartolo and Kwantes (2018: 605) claim that people reflect their attitudes and biases, especially ones arising from their social context to their acts in the workplace. This reflection can be also shown by the employees; however, biased and discriminatory acts of managers, who have authority in the reward and punishment system in the company, may have a more significant impact on employees than others' acts. Accordingly, it is immensely significant to investigate the types, bases, prevalence, and effects of supervisory discrimination.

## **1.1 SUPERVISORY DISCRIMINATION AND SUBORDINATES' ORGANIZATIONAL COMMITMENT**

Organizational commitment has numerous descriptions; yet, Allen and Mayer's 1990: 2) definition of "the psychological state that binds a person to the organization" is the most widely used. Organizational commitment includes three sub-dimensions: The affective commitment, normative commitment, and continuance commitment. *Affective commitment (AC)* represents the reconciliation between individual and institutional values in consequence of the employee's emotional commitment to the organization, identification, and participation in the company. (Huselid & Day 1991: 381) *Normative commitment (NC)* occurs as a result of employees' dedication and loyalty to the organization. It makes employees feel compelled to stay in the company. If the employee feels indebted to the institution as a consequence of investments (e.g., internship, educational scholarships, and other unrequited payments), his/her NC also increases (Meyer & Allen 1991: 67). This state of commitment enables employees to comprehend that it is morally appropriate to remain loyal to the organization (Yalçın & İplik: 398). *Continuance commitment (CC)*, on the other hand, occurs with the employee's thoughts of inability to afford the costs s/he will pay if s/he severs ties with the institution (Meyer & Allen 1991: 67). It is the state of being committed to the organization with the thought that there is no better

alternative or the employee may lose the time, effort, and gains such as money and status that s/he achieved, in case of leaving the organization (Obeng & Ugboro 2003: 84).

Since employees perceive their managers as the first and closest representative of the organization (Göncü 2013), the positive and negative intentions of the managers notably affect the thoughts, and intentions of the employees toward the institution itself (Onaran & Göncü-Köse 2022: 9). Therefore, it is expected that supervisory discrimination negatively affects the identification of the employees with the organization and reduces the AC of the employees towards their organization. Subordinates having a supervisor who exhibits discriminatory behaviors are likely to think that their managers do not treat themselves and others fairly. As a result, they may spend less effort and show a lower level of loyalty to the institution by considering their own personal interests more than the interests of the organization. For example, an employee who thinks that another employee with the same status benefits more from the company's investments (e.g., educational scholarship) may feel less compelled to remain with the company. Accordingly, individuals working with managers who engage in discriminatory acts are expected to have lower NC than other employees.

Lastly, individuals working with managers who exhibit discriminatory behaviors against their employees on different bases such as family and marital status, sexual orientation, age, status, religious beliefs, worldview or ideology, disability, group membership, and physical appearance are more likely to think that they cannot get the position and value they deserve in exchange for the time and effort they spend in the organization, compared to individuals working with managers who do not exhibit such an attitude. Hence, employees who are exposed to supervisory discrimination are more likely to consider other alternatives, with the thought that they will be better valued in other organizations and achieve the status they deserve. Consequently, a positive association is expected between supervisory discrimination and the CC of employees working with managers who engage in discriminatory acts. Accordingly, the first set of hypotheses are generated as follows:

*Hypothesis 1a:* Supervisory discrimination is negatively associated with subordinates' AC to the organization.

*Hypothesis 1b:* Supervisory discrimination is negatively associated with subordinates' NC to the organization.

*Hypothesis 1c:* Supervisory discrimination is positively associated with subordinates' CC to the organization.

### **1.1.1 Employees' Perceptions of Organizational Justice**

Organizational justice refers to employees' perceptions of how fair they are treated in the organization, that is, how fair the distribution of resources, functioning, and interaction are in the organization (İşcan & Sayın 2010: 195). Organizational justice has four dimensions: procedural, interpersonal, informational and distributive justice. *Distributive justice* refers to the perception of fairness in distribution of material resources within the organization, such as rewards, punishments, and promotions (Folger & Konovsky 1989: 116). *Procedural justice*, on the other hand, is related to how fair the processes that guide the decisions and procedures taken in the organization are perceived by the employees (Greenberg 1987: 221). For instance, distributive justice emphasizes the employees' response to wage they receive, while procedural justice focuses on the criteria that are taken into account in the process of determining the amount of wage or employees' perceptions of fairness about how these decisions are made. *Interpersonal justice*, on the other hand, focuses on the level of courtesy, seriousness, respect, and sensitivity shown by the manager to his/her employees (Robinson 2004: 11). Finally, *informational justice* is the perception of equity that occurs as a result of timely, honest, and adequate disclosure to employees in business processes (Colquitt et al. 2001: 427).

Consistent with the propositions of leader-member exchange theory (LMX Dansereau 1975: 46), it is expected that organizational justice perceptions of employees who are exposed to supervisory discrimination would decrease. For example, managers who embrace more of their in-group employees may not designate the rights and privileges they accord these employees to their subordinates who are out-group members. Therefore, a decrease is expected in both procedural and informational justice perceptions of employees who are considered out-group members.

In addition, managers who engage in discriminatory acts may share their personal experience and knowledge less with their subordinates, whom they describe as out-group members, and may cause a decrease in these subordinates' perceptions of informational justice. Likewise, when employees observe that their supervisors discriminate among their employees in terms of gender, race, religious orientation,

political opinion etc., their perception of interpersonal justice may be negatively affected due to feeling of not being respected.

*Hypothesis 2a:* Supervisory discrimination is negatively associated with subordinates' perception of procedural justice.

*Hypothesis 2b:* Supervisory discrimination is negatively associated with subordinates' perception of interpersonal justice.

*Hypothesis 2c:* Supervisory discrimination is negatively associated with subordinates' perception of informational justice.

### **1.1.2 Employee's Job Satisfaction**

Job satisfaction is described as a pleasant or positive emotional state of the workers which are formed with the appraisal of the employees' job experiences (Locke 1976: 1304). Previous studies showed that there was a positive association between job satisfaction and organizational commitment (Ismail & Razak 2016: 34), organizational justice (Yıldırım 2007: 253), job performance (Locke 1970: 484), and life satisfaction (Çarıkçı & Oksay 2004: 160). Negative consequences of discriminatory acts on job satisfaction was shown by previous studies (e.g., Taylor et al. 2013: 1229). In addition, Sanchez and Brock (1996: 704) declare that discriminatory behaviors give rise to unwanted actions at the workplace. Likewise, in the present study, individuals who are exposed to supervisory discrimination are expected to report low levels of job satisfaction.

*Hypothesis 3:* Supervisory discrimination is negatively associated with subordinates' job satisfaction.

### **1.1.3 Employees' Psychological Well-Being**

Psychological well-being is defined as the individual's feeling of autonomy in connection with self-love and respect, finding his/her life meaningful by thinking that he/she has a purpose in life, developing positive relationships by communicating with his/her environment in a healthy way, and finally finding the life he/she lives meaningful and enjoying life (Ryff 1995: 719). Perceived discrimination is one of the important variables that negatively affects psychological well-being (Taylor et al. 2013: 1229). Studies have shown that individuals suffering from discrimination experience negative feelings such as anxiety and depression due to the stress and sadness they experience. Such individuals were also found to be more prone to

psychological disorders (e.g., Schmitt et al. 2014: 924). Similarly, researchers found that individuals who are exposed to discrimination feel insecure; their sense of autonomy decreases, and they enjoy life less in general (Williams et al. 2003: 200). In this study, it is expected that the psychological well-being of individuals who are exposed to discrimination by their supervisors would be negatively affected due to the stress and negative emotions they experience.

*Hypothesis 4:* Supervisory discrimination is negatively associated with subordinates' psychological well-being.

## **1.2 MODERATING EFFECTS OF PATERNALISTIC AND TASK-ORIENTED LEADERSHIP STYLES IN THE PROPOSED RELATIONSHIPS**

The paternalistic leadership (PL) style is defined as a hierarchical subordinate-superior relationship, in which the leader acts like an elder, establishes close relationships with his/her employees, provides support and guidance in their work and non-work lives, and expects respect and loyalty in return (Aycan 2006: 449; Cheng & Wang 2015: 640). Generally, Western literature defines PL as "benevolent dictatorship" (Northouse 1997). However, studies conducted in Middle Asian and Eastern countries as well as in Turkey have shown that PL is perceived as effective and desired by employees in various business contexts (e.g., Aycan et al. 2000: 193; Göncü et al., 2014: 37). Farh and Cheng (2000: 112) proposed the three-dimensional paternal leadership model. These dimensions were authoritarianism (having authority and control over subordinates without question), benevolence (striving for the welfare of subordinates in their personal lives), and moral leadership (not being selfish, not abusing authority, and acting honestly).

It is quite possible for managers with the PL style to exhibit discriminatory behaviors. For example, such managers may not give the rights and privileges they designate to their subordinates, whom they see in their in-groups, to their subordinates whom they see as the members of the outgroup. However, even if they show discriminatory behaviors, the perceived negativity of such behaviors may vary according to the characters and cultural tendencies of the employees. Many studies have shown that PL style is more accepted in collectivistic and high power distance cultural contexts (e.g., Aycan 2006: 450; Göncü et al. 2014: 45; Rawat & Lyndon 2016: 274). Employees in our country, where PL style is common, may regard the

discriminatory behaviors exhibited by managers with PL style as normal or acceptable because they are likely to adopt collectivism and high power distance.

On the other hand, managers who adopt the PL style are expected to reduce the negative consequences of discrimination in the workplace, especially with certain behaviors that this leadership style includes (e.g., creating a family atmosphere in the workplace, establishing personalized relationships with employees). In other words, individuals who work with managers with a predominantly PL style are expected to report higher levels of organizational commitment, organizational justice, psychological well-being, and job satisfaction than subordinates of managers with low scores on PL style, even if their paternalistic supervisor perform discriminatory acts in the workplace.

*Hypothesis 5a:* The manager's PL style has a moderating effect on the negative association between the supervisory discrimination and the employees' procedural justice perceptions. It is expected that employees whose managers predominantly adopt the PL style report a higher level of procedural justice perceptions than subordinates of managers with low scores PL style.

*Hypothesis 5b:* The manager's PL style has a moderating effect on the negative association between the supervisory discrimination and the employees' informational justice perceptions. It is expected that employees whose managers predominantly adopt the PL style report a higher level of informational justice perceptions than subordinates of managers with low scores on PL style.

*Hypothesis 5c:* The manager's PL style has a moderating effect on the negative association between the supervisory discrimination and the employees' interpersonal justice perceptions. It is expected that employees whose managers predominantly adopt the PL style report a higher level of interpersonal justice perceptions than subordinates of managers with low scores on PL style.

*Hypothesis 6a:* The manager's PL style has a moderating effect on the negative association between the supervisory discrimination and the employees' AC. It is expected that employees whose managers predominantly adopt the PL style report a higher level of AC than subordinates of managers with low scores on PL style.

*Hypothesis 6b:* The manager's PL style has a moderating effect on the negative association between the supervisory discrimination and the employees' NC. It is expected that employees whose managers predominantly adopt the PL style report a higher level of NC than subordinates of managers with low scores on PL style.

*Hypothesis 6c:* The manager's PL style has a moderating effect on the positive association between the supervisory discrimination and the employees' CC. It is expected that employees whose managers predominantly adopt the PL style report a lower level of CC than subordinates of managers with low scores on PL style.

*Hypothesis 7:* The manager's PL style has a moderating effect on the negative association between the supervisory discrimination and the employees' job satisfaction. It is expected that employees whose managers predominantly adopt the PL style report a higher level of job satisfaction than subordinates of managers with low scores on PL style.

*Hypothesis 8:* The manager's PL style has a moderating effect on the negative association between the supervisory discrimination and the employees' psychological well-being. It is expected that employees whose managers predominantly adopt the PL style report a higher level of psychological well-being than subordinates of managers with low scores on PL style.

The task-oriented (T-O) leadership style is defined as a leadership style that basically emphasizes the determination of tasks and group activities (Fleishman 1953: 2) and the production-oriented goals rather than interpersonal relationships at the workplace (Sahertian & Soetjipto 2011: 48; Taberner et al. 2009: 1394). The actions of the T-O leader include short-term planning, clarification of responsibilities, setting performance goals, and monitoring performance closely. In our country, T-O managers are less adopted than paternalistic supervisors because they are mainly performance-oriented and do not display behaviors that focus on interpersonal relations, such as establishing close relationships in a business environment that appeals to individuals with collectivist tendencies, and being interested in the private life of employees (e.g. Göncü, 2013; Çivit & Göncü-Köse 2021: 13). Therefore, in the presence of high levels of supervisory discrimination, it is expected that employees who work with supervisors with the T-O leadership style report lower levels of organizational justice, organizational commitment, psychological well-being, and job satisfaction than employees with low-level managers in T-O leadership style.

*Hypothesis 9a:* T-O leadership style of the manager has a moderating effect on the negative relationship between supervisory discrimination and the employees' perceptions of procedural justice. When employees are exposed to supervisory discrimination, it is expected that those who work with highly T-O managers report

lower levels of procedural justice than subordinates of managers with a low score on the T-O leadership style.

*Hypothesis 9b:* T-O leadership style of the manager has a moderating effect on the negative relationship between supervisory discrimination and the employees' perceptions of interpersonal justice. When employees are exposed to supervisory discrimination, it is expected that those who work with highly T-O managers report lower levels of interpersonal justice than subordinates of managers with a low score on the T-O leadership style.

*Hypothesis 9c:* T-O leadership style of the manager has a moderating effect on the negative relationship between supervisory discrimination and the employees' perceptions of informational justice. When employees are exposed to supervisory discrimination, it is expected that individuals who work with managers with a T-O leadership style report lower levels of informational justice than subordinates of managers with a low score on the T-O leadership style.

*Hypothesis 10a:* T-O leadership style of the manager has a moderating effect on the negative relationship between supervisory discrimination and the employees' AC to the organization. When employees are exposed to supervisory discrimination, it is expected that individuals who work with managers with a T-O leadership style report lower levels of AC than subordinates of managers with a low score on the T-O leadership style.

*Hypothesis 10b:* T-O leadership style of the manager has a moderating effect on the negative relationship between supervisory discrimination and the employees' NC to the organization. When employees are exposed to supervisory discrimination, it is expected that individuals who work with managers with a T-O leadership style report lower levels of NC than subordinates of managers with a low score on the T-O leadership style.

*Hypothesis 10c:* T-O leadership style of the manager has a moderating effect on the positive relationship between supervisory discrimination and the employees' CC to the organization. When employees are exposed to supervisory discrimination, it is expected that individuals who work with managers with a T-O leadership style report higher levels of CC than subordinates of managers with a low score on the T-O leadership style.

*Hypothesis 11:* T-O leadership style of the manager has a moderating effect on the negative relationship between supervisory discrimination and the employees' job

satisfaction. When employees are exposed to supervisory discrimination, it is expected that individuals who work with managers with a T-O leadership style report lower levels of job satisfaction than subordinates of managers with a low score on the T-O leadership style.

*Hypothesis 12:* T-O leadership style of the manager has a moderating effect on the negative relationship between supervisory discrimination and the employees' psychological well-being. When employees are exposed to supervisory discrimination, it is expected that individuals who work with managers with a T-O leadership style report lower levels of psychological well-being than subordinates of managers with a low score on the T-O leadership style.

### **1.3 MODERATING EFFECTS OF LEADER-GROUP PROTOTYPICALITY IN THE PROPOSED RELATIONSHIPS**

SIT of leadership (Hogg 2001: 184) argues that leaders' ability to influence their followers or subordinates stems from their group prototypicality or leader-group similarity. Leader-group prototypicality (LGP) refers to a leader's representativeness of the basic characteristics of the group s/he is affiliated with. Highly prototypical leaders show the most typical characteristics of subordinates or followers and s/he behaves like "one of them" (Hogg & Hains 1996: 295; Göncü 2013). In other words, leaders with high LGP represent the beliefs, attitudes, values, and norms that characterize the shared identity of the group (Hogg 2001: 184). According to this theory, the more similar the leader or manager who represents the group identity with his followers or employees, the more s/he will be endorsed, loved, and supported. Therefore, in the presence of supervisory discrimination, leaders who are accepted and viewed by their subordinates as high on LGP are expected to receive fewer negative reactions than leaders with low LGP. Studies have shown that managers who are perceived to have high LGP are perceived as more effective and reliable by their followers or employees, even if they do not exhibit behaviours that ensure procedural and interpersonal justice (e.g. Göncü 2011: 109). In this study, employees whose managers are perceived as high on LGP are expected to report higher levels of organizational commitment, justice perception, psychological well-being, and job satisfaction than employees with managers who score low on LGP, even when their managers exhibit discriminatory behaviours.

*Hypothesis 13a:* LGP has a moderating effect on the negative relationship between supervisory discrimination and employees' perception of procedural justice. When the manager's perceived LGP is high, the negative relationship between supervisory discrimination and employees' perceptions of procedural justice is expected to be weaker than when the manager's LGP is low.

*Hypothesis 13b:* LGP has a moderating effect on the negative relationship between supervisory discrimination and employees' perception of interpersonal justice. When the manager's perceived LGP is high, the negative relationship between supervisory discrimination and employees' perceptions of interpersonal justice is expected to be weaker than when the manager's LGP is low.

*Hypothesis 13c:* LGP has a moderating effect on the negative relationship between supervisory discrimination and employees' perception of informational justice. When the manager's perceived LGP is high, the negative relationship between supervisory discrimination and employees' perceptions of informational justice is expected to be weaker than when the manager's LGP is low.

*Hypothesis 14a:* LGP has a moderating effect on the negative relationship between supervisory discrimination and employees' AC to the organization. When the manager's perceived LGP is high, the negative relationship between supervisory discrimination and employees' AC is expected to be weaker than when the manager's LGP is low.

*Hypothesis 14b:* LGP has a moderating effect on the negative relationship between supervisory discrimination and employees' NC to the organization. When the manager's perceived LGP is high, the negative relationship between supervisory discrimination and employees' NC is expected to be weaker than when the manager's LGP is low.

*Hypothesis 14c:* LGP has a moderating effect on the positive relationship between supervisory discrimination and employees' CC to the organization. When the manager's perceived LGP is high, the positive relationship between supervisory discrimination and employees' CC is expected to be weaker than when the manager's LGP is low.

*Hypothesis 15:* LGP has a moderating effect on the negative relationship between supervisory discrimination and employees' job satisfaction. When the manager's perceived LGP is high, the negative relationship between supervisory

discrimination and employees' job satisfaction is expected to be weaker than when the manager's LGP is low.

*Hypothesis 16:* LGP has a moderating effect on the negative relationship between supervisory discrimination and employees' psychological well-being. When the manager's perceived LGP is high, the negative relationship between supervisory discrimination and employees' psychological well-being is expected to be weaker than when the manager's LGP is low.

#### **1.4 MODERATING EFFECTS OF SUBORDINATES' AGE AND GENDER IN THE PROPOSED RELATIONSHIPS**

Age discrimination is a concept that emerges as a result of the fact that individuals are exposed to discriminatory behaviours in social life because of their age (Yuan 2007: 292). The most obvious examples of age discrimination are that young employees are not hired because of their lack of experience, and older employees are fired by claiming that their performance decreases (Topgül 2016: 374). Despite the fact that discriminatory actions are applied to both young and old employees, it is expected that the reactions of employees to these actions will vary over the years. Therefore, younger employees with managers who exhibit discriminatory behaviours on different bases are expected to report lower levels of organizational commitment and perceptions of fairness compared to older employees. Older employees with longer work experience may view the discriminatory behaviors exhibited by their supervisors as more "normal" or "ordinary" behaviors and may be less sensitive to these behaviours. For this reason, older employees are expected to report higher levels of organizational justice, organizational commitment, job satisfaction, and psychological well-being than younger employees.

*Hypothesis 17a:* The age of employees has a moderating effect on the negative relationship between supervisory discrimination and employees' perceptions of procedural justice. When employees are exposed to supervisory discrimination, older employees are expected to report higher scores on perceptions of procedural justice than younger employees.

*Hypothesis 17b:* The age of employees has a moderating effect on the negative relationship between supervisory discrimination and employees' perception of interpersonal justice. When employees are exposed to supervisory discrimination,

older employees are expected to report higher scores on perceptions of interpersonal justice than younger employees.

*Hypothesis 17c:* The age of employees has a moderating effect on the negative relationship between supervisory discrimination and employees' perception of informational justice. When employees are exposed to supervisory discrimination, older employees are expected to report higher scores on perceptions of informational justice than younger employees.

*Hypothesis 18a:* The age of employees has a moderating effect on the negative relationship between supervisory discrimination and employees' AC to the organization. When employees are exposed to supervisory discrimination, older employees are expected to report higher scores on AC than younger employees.

*Hypothesis 18b:* The age of employee has a moderating effect on the negative relationship between supervisory discrimination and employees' NC to the organization. When employees are exposed to supervisory discrimination, older employees are expected to report higher scores on NC than younger employees.

*Hypothesis 18c:* The age of employee has a moderating effect on the positive relationship between supervisory discrimination and employees' CC to the organization. When employees are exposed to supervisory discrimination, older employees are expected to report lower scores on CC than younger employees.

*Hypothesis 19:* The age of employee has a moderating effect on the negative relationship between supervisory discrimination and employees' job satisfaction. When employees are exposed to supervisory discrimination, older employees are expected to higher scores on job satisfaction than younger employees.

*Hypothesis 20:* The age employee has a moderating effect on the negative relationship between supervisory discrimination and employees' psychological well-being. When employees are exposed to supervisory discrimination, older employees are expected to report higher scores on psychological well-being than younger employees.

Another common discriminatory behaviors in workplaces is gender discrimination. The most important indicator of gender discrimination in the workplace is the separation of work roles as male or female (Dalkıranoğlu & Çetinel 2008: 280) and evaluation of job application forms by considering the gender of the candidates (Birkelund et al. 2022: 338; Dalkıranoğlu & Çetinel 2008: 292) In general, it has been shown that female workers in our country are exposed to more

discriminatory behaviors compared to males (Alparslan et al. 2015: 66). Therefore, in institutions where managers have a high tendency to discriminate, gender-based discriminatory behaviors are expected to be reflected more on female employees than on male employees. Since female employees are exposed to more discriminatory behaviors than male employees, the negative effects of these behaviors on organizational justice, organizational commitment, psychological well-being, and job satisfaction are expected to be stronger for female employees compared to male employees.

*Hypothesis 21a:* Gender of employees has a moderating effect on the negative relationship between supervisory discrimination and employees' perceptions of procedural justice. When employees are exposed to supervisory discrimination, women are expected to report lower scores on perceptions of procedural justice than males.

*Hypothesis 21b:* Gender of employees has a moderating effect on the negative relationship between supervisory discrimination and employees' perceptions of interpersonal justice. When employees are exposed to supervisory discrimination, women are expected to report lower scores on perceptions of interpersonal justice than males.

*Hypothesis 21c:* Gender of employees has a moderating effect on the negative relationship between supervisory discrimination and employees' perceptions of informational justice. When employees are exposed to supervisory discrimination, women are expected to report lower scores on perceptions of informational justice than males.

*Hypothesis 22a:* Gender of employees has a moderating effect on the negative relationship between supervisory discrimination and employees' AC to the organization. When employees are exposed to supervisory discrimination, women are expected to report lower scores on AC than males.

*Hypothesis 22b:* Gender of employees has a moderating effect on the negative relationship between supervisory discrimination and employees' NC to the organization. When employees are exposed to supervisory discrimination, women are expected to report lower scores on NC than males.

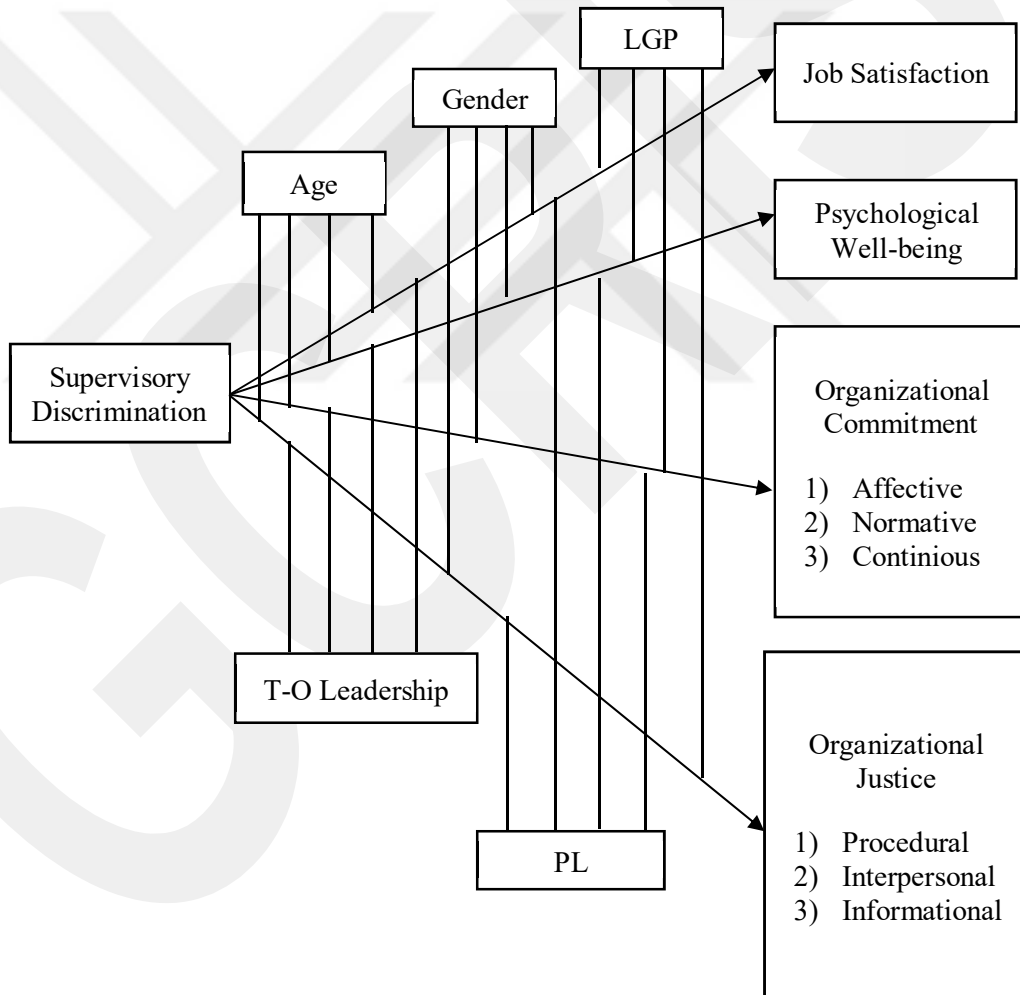
*Hypothesis 22c:* Gender of employees has a moderating effect on the positive relationship between supervisory discrimination and employees' CC to the

organization. When employees are exposed to supervisory discrimination, women are expected to report higher scores on CC than males.

*Hypothesis 23:* Gender of employees has a moderating effect on the negative relationship between supervisory discrimination and employees' job satisfaction. When employees are exposed to supervisory discrimination, women are expected to report lower scores on job satisfaction than males.

*Hypothesis 24:* Gender of employees has a moderating effect on the negative relationship between supervisory discrimination and employees' psychological well-being. When employees are exposed to supervisory discrimination, women are expected to report lower scores on psychological well-being than males.

The proposed theoretical model is presented in Figure 1.



**Figure 1:** The Proposed Theoretical Model

## CHAPTER II

### METHOD

#### 2.1 PARTICIPANTS AND THE PROCEDURE

Data of the present study is a part of the data of the project funded by Çankaya University Scientific Research Coordination Department (FEF.22.001) and of which the primary investigator was the thesis supervisor. Due to the Covid-19 pandemic data were collected via an online survey which was prepared by using the Qualtrics program. Participation was voluntary and the snowball sampling method was used for data collection. The inclusion criteria for participants were to work at the same organization and with the same supervisor for at least six months to ensure that participants had sufficient experience with their immediate supervisors for evaluating their leadership style. Participation was voluntary and the snowball sampling method was used for data collection. The researchers shared the general information about the study along with the survey link on their social media accounts and online professional networks (e.g., LinkedIn). Participants were presented with an informed consent form containing the general information about the purpose of the study before they started the survey. Data were collected from white-collar and blue-collar working adults. White-collar participants were reached out via online channels only. Blue-collar participants were reached out via online surveys and face-to-face channels. During the face-to-face data collection process, the researcher opened the survey link on the tablet she took with her and presented it to the participants. The researcher, who was waiting for the participants to complete the questionnaire while maintaining a safe social distance, then took the tablet and disinfected the tablet.

Each participant who completed the survey and provided an e-mail address was given a virtual gift voucher worth 50 TL belonging to a big supermarket chain.

The total number of participants was 720. Three hundred thirty eight participants (% 46.9) mentioned their gender as male, 363 participants (% 50.5) mentioned their gender as female, and 19 (% 2.6) participants did not want to indicate their gender. 371 participants (% 51.5) had blue-color jobs and 349 (% 48.5)

participants had white-color jobs. Most of the participants were young adults ( $M = 32.67$ ,  $SS = .31$ ). The detailed information regarding the demographic characteristics of the participants is presented in Table 1.

**Table 1:** Demographic Characteristics of the Participants

Age		
	<i>M</i>	32.67
	<i>SD</i>	.31
Gender (%)		
	Men	46.9
	Women	50.4
	Other	2.6
Education (%)		
	Primary school	2.8
	Secondary School	3.3
	High School	21.8
	Academy	11.9
	University	47.9
	Master's Degree	11.3
	Doctoral Degree	1.0
Sector		
	Public	27.8
	Private	68.6
	Non-governmental organizations	1.5
	Other	2.1
Type of Job %		
	Blue Color	48.5
	White Color	51.5
Tenure at the Current Job (Years)		
	<i>M</i>	5.16
	<i>SD</i>	2.3
Tenure with the immediate supervisor (Years)		
	<i>M</i>	3.45
	<i>SD</i>	1.47
Gender of Supervisor		
	Women	21.8
	Men	78.2
Age of Supervisor		
	<i>M</i>	45.22
	<i>SD</i>	.34

**Table 1: Continued**

Women/Men Ratio in Workplace		
	Almost everyone is male	19.4
	More men than women	27.4
	The ratio of men and women is approximately equal.	29.6
	More women than men	17.1
	Almost everyone is male	6.5
Industry (%)		
	Finance	5.3
	Fast-moving consumer goods	6.3
	Health and pharmaceutical	11.7
	Automotive	3.2
	Metal	4.0
	Durable consumer goods	3.1
	Technology	9.9
	Construction and materials	8.1
	Media	1.0
	Textile	8.9
	Education	20.3
	Other	18.5

**Note:** *M* corresponds to the mean, *SD* corresponds to the standard deviation of variables.

## 2.2 MEASURES

### 2.2.1 Demographic Information Form

In the demographic information form included questions regarding the participants' age, gender, education level, type of job (i.e., blue-collar vs. white-collar), sector, tenure at the organization, tenure with the supervisor, and the gender of the immediate supervisor.

### 2.2.2 Supervisory Discrimination Scale

In order to measure the discriminatory behaviors of the supervisor, Organizational Discrimination Scale, which was developed by Sümer et al. (2019) was reworded to tap into supervisory discrimination behaviors. The scale has 17 items. The sample item is as follows: “My supervisor favors employees according to the group they belong to (e.g., the school from which they are graduated)”. In the present study, Cronbach's alpha reliability coefficient of the scale was .94.

### 2.2.3 Paternalistic Leadership Scale

The paternalistic leadership scale developed by Aycan (2006: 460) was used to assess the participants' perceptions of the PL style of the immediate supervisors. The scale includes 21 items and participants give their answers using a 5-point Likert-type

scale (1 = Strongly disagree, 5 = Strongly agree). A sample item is “My manager behaves like a senior family member (father/mother or elder brother/sister) toward their employees” (*family atmosphere in the workplace*). Cronbach's alpha reliability coefficient of the scale was reported as .87 by Aycan (2006: 460). In the present study, Cronbach's alpha reliability coefficient of the scale was .91.

#### **2.2.4 Task-Oriented Leadership Style**

The task-oriented leadership scale was developed by Fleishman (1953:3) and adapted to Turkish by Sumer and Bilgic in unpublished research. The scale has 20 items. Participants give their answers using a 5-point Likert-type scale ranging from “1 = I strongly disagree” to “5 = I strongly agree”. Cronbach’s alpha value for the T-O leadership sub-dimension has been reported as .84 (Özmen 2005: 34). The sample item is as follows: "My immediate supervisor) prioritizes the well-being of an entire unit/organization over the well-being of its individual members.” In the present study, Cronbach's alpha reliability coefficient of the scale was .83.

#### **2.2.5 Leader-Group Prototypicality**

The LGP scale was created by Van Knippenberg and van Knippenberg (2005: 29), revised and adapted to Turkish by Göncü (2011: 48). The LGP scale consists of 11 items. Participants give their answers using a 5-point Likert-type scale ranging from “1 = I strongly disagree” to “5 = I strongly agree”. Cronbach’s alpha value of the Turkish scale was reported as .92 (Göncü 2011: 60). The sample item is as follows: “My supervisor is a typical representative of my work group.” In the present study, Cronbach's alpha reliability coefficient of the scale was .93.

#### **2.2.6 Organizational Commitment**

The organizational commitment scale was developed by Allen and Mayer (1990: 5) and adapted into Turkish by Wasti (2000: 401). AC subscale consists of eight items and a sample item is “I would be very happy to spend the rest of my career in this organization”. CC subscale consists of seven items and a sample item is “If I wanted to leave my organization, it would be very difficult for me to leave right now.” NC subscale has 10 items and a sample item is “I would feel guilty if I left this organization right now”. Participants give their answers using a 5-point Likert-type scale (1 = Strongly disagree, 5 = Strongly agree). Cronbach's alpha values were

reported as .87, .75 and .79 for AC, CC, and NC subscales, respectively (Allen & Mayer 1990: 6). In the present study, Cronbach's alpha reliability coefficients of the subscales were .88, .80, and .83 for AC, CC and NC, respectively.

### **2.2.7 Organizational Justice**

The organizational justice scale developed by Colquitt (2001: 433) and adapted into Turkish by Özmen, Arbak and Özer (2005) was used. Although the original scale consists of 20 items, distributive justice was removed from the scale since it was not included in the present study. Procedural justice subscale consists of seven items and a sample item is “(Please consider the processes implemented in your institution to achieve goal/goals and to determine general rules) “To what extent can you express your ideas and feelings during these processes?”. Interpersonal justice subscale consists of four items and a sample item is (Please consider the business processes and practices in your organization) “How kindly is your supervisor reporting to you in these processes?”. Informational justice subscale consists of five items and a sample item is “How sincere is your supervisor in his dialogues with you?”. Participants give their answers using a 5-point Likert-type scale ranging from “1 = very little” to “5 = very much”. Cronbach's alpha reliability coefficients of the Turkish subscales were reported as .91, .85 and .91 for procedural justice, interpersonal justice and informational justice, respectively (Özer & Urtekin 2007: 114). In the present study, Cronbach's alpha reliability coefficients of the subscales were .87, .38, and .89 for procedural justice, interpersonal justice, and informational justice, respectively.

### **2.2.8 Job Satisfaction**

Job satisfaction was measured using the single-item "faces scale" developed by Kunin (1955: 71) to measure the overall level of job satisfaction. Participants are asked to indicate which facial expression best reflects their overall level of satisfaction with their job, and there are seven different facial expressions on the scale, ranging from the lowest to the highest level of satisfaction.

### **2.2.9 Psychological Well-Being**

Subordinates' psychological well-being was measured using the scale developed by Diener et al. (2010: 146) and translated into Turkish by Telef (2013: 376). The scale consists of eight items. Participants give their answers using a 7-point

Likert-type scale (1 = Strongly disagree, 7 = Strongly agree). Telef (2013) reported Cronbach's alpha reliability coefficient as .80. In current study, Cronbach's alpha reliability coefficient was found as .87.

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## **CHAPTER III**

### **RESULTS**

#### **3.1 OVERVIEW**

In this chapter, firstly, data screening and cleaning processes are presented. Secondly, the correlations among the study variables are presented and interpreted. Lastly, analyses conducted for testing the study hypotheses were presented in detail.

Statistical Package of Social Sciences (SPSS) version 21 (IBM CORP, 2015) was used to compute descriptive statistics and correlations. Moderated relationships were tested by performing Moderated Multiple Regression (MMR) using Process Macro 3.5.4 for SPSS by Hayes (2017).

#### **3.2 DATA SCREENING AND DATA CLEANING**

The study survey reached a total of 1.169 people. Two people gave the answer "No" to the "I agree to participate in the study" item. 38 people gave the answer "No" to the item "I have been working with the same manager for at least 6 months in my current institution". Although ten people answered "Yes" to the question "I have been working with the same manager for at least 6 months in my current institution.", they ended the survey without completing it. 126 participants who completed less than 100% of the survey were also excluded, and the number of people who fully participated in all stages of the study was 993. 13 people were not included in the study because they gave the same e-mail address which indicated that they completed the survey twice. In addition, data of 259 participants were excluded from the data set because they answered the items measuring attention (bogus items) incorrectly. Thus, the total number of participants who provided usable data was 721. In addition, Mahalanobis distance analysis revealed that one participant was a multivariate outlier and, thus, his/her data were excluded from the data set. To sum up, the final sample included 720 participants.

### 3.3 DESCRIPTIVE STATISTICS AND BIVARIATE CORRELATIONS AMONG THE STUDY VARIABLES

The means, standard deviations, minimum and maximum, kurtosis and skewness values of study variables are presented in Table 2. Supervisory discrimination has the lowest mean score and the mean scores of all the remaining variables were close to the midpoint.

**Table 2:** Means, Standard Deviations; Minimum and Maximum Values of Study Variables

Variables	Mean	SD	Min.	Max.	Skewness	Kurtosis	Rating Scale
Supervisory Discrimination	2.11	.85	1.0	5.0	.76	.10	1-5
Paternalistic Leadership	3.40	.66	1.05	5.0	-.50	.45	1-5
T-O Leadership	3.56	.50	1.60	5.0	-.26	.49	1-5
LGP	3.40	.82	1.09	5.0	-.51	-.38	1-5
Continuance Commitment	3.21	.77	1.0	5.0	-.27	-.04	1-5
Normative Commitment	3.17	.71	1.10	5.0	-.17	-.30	1-5
Affective Commitment	3.37	.82	1.0	5.0	-.53	.28	1-5
Procedural Justice	3.34	.76	1.0	5.0	-.44	.08	1-5
Interpersonal Justice	3.36	.61	1.0	5.0	-.42	.59	1-5
Informational Justice	3.47	.88	1.0	5.0	-.68	.15	1-5
Psychological Well-being	3.85	.65	1.0	5.0	-.66	1.31	1-5
Job Satisfaction	3.26	1.60	1.0	7.0	.55	-.40	1-7

Bivariate correlations among the study variables are presented in Table 3. Age was negatively related to PL, procedural justice, interpersonal justice, informational justice, LGP, and psychological well-being. Moreover, age was positively correlated with supervisory discrimination, NC and CC.

Gender was negatively correlated with marital status, tenure with the immediate supervisor, and interpersonal justice. It means that women employees reported higher levels of tenure with the supervisor than men. They also reported higher levels of interpersonal justice than men.

Marital status was negatively correlated with AC and NC. It means that married subordinates reported higher levels of AC and NC to organization than single employees. However, it was also negatively associated with CC. In addition, marital status was positively associated with procedural, interpersonal, and informational justice. That is, single employees reported higher levels of procedural, interpersonal, and informational justice.

Tenure with the immediate supervisor was positively associated with AC and NC. However, it was also positively associated with CC. In addition, there was a positive association between tenure with the immediate supervisor and job satisfaction.

Age of the immediate supervisor was positively associated with supervisory discrimination, AC, NC, CC and job satisfaction. Moreover, age of the immediate supervisor was negatively correlated with T-O leadership, LGP, procedural justice, and informational justice.

Gender of the supervisor was positively associated with supervisory discrimination. That is male supervisors were reported to engage in higher levels of discrimination than female supervisors. In addition, gender of supervisor was positively correlated with AC, NC, and CC. It means that subordinates of male supervisors reported higher levels of AC, NC and CC than subordinates of female supervisors. Moreover, negative correlation was found between gender of the supervisor and PL, T-O leadership, LGP, interpersonal justice and informational justice meaning that male supervisors were scored as lower on PL, T-O leadership, LGP, interpersonal justice, and informational justice than female supervisors.

Female ratio in the organization was positively correlated with PL, while it was negatively correlated with NC and procedural justice.

Supervisory discrimination was negatively correlated with PL, T-O leadership, LGP, AC, NC, procedural justice, interpersonal justice, and informational justice. Therefore, *Hypothesis 1a* which suggested that there would be a negative association between supervisory discrimination and employees' AC to the organization; and *Hypothesis 1b* which suggested that there would be a negative association between supervisory discrimination and employees' NC to the organization were supported. However, *Hypothesis 1c* which suggested that there would be a positive association between supervisory discrimination and employees' CC to the organization was not supported.

In addition, *Hypothesis 2a* which suggested that there would be a negative association between supervisory discrimination and employees' perception of procedural justice; *Hypothesis 2b* which suggested that there would be a negative association between supervisory discrimination and employees' perception of interpersonal justice; and *Hypothesis 2c* which suggested that there would be a negative association between supervisory discrimination and employees' perception of informational justice, were supported.

Supervisory discrimination was negatively related to job satisfaction. Thus, *Hypothesis 3* which suggested that there would be a negative association between supervisory discrimination and employees' job satisfaction was supported. Besides, supervisory discrimination was negatively correlated with psychological well-being. Therefore, *Hypothesis 4* which suggested that there would be a negative association between supervisory discrimination and employees' psychologically well-being was supported.

In addition, the correlation analyses showed that PL was positively correlated with T-O leadership, LGP, organizational commitment, and organizational justice. T-O leadership was positively correlated with LGP, organizational commitment, and organizational justice. LGP was positively correlated with organizational commitment, and organizational justice. Organizational commitment was also positively correlated with organizational justice.

**Table 3: Bivariate Correlations among the Study Variables**

Variables	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	
1. Age of employee	-																			
2. Gender of employee	.09*	-																		
3. Marital Status	-.47**	-.08*	-																	
4. Tenure with the supervisor	.47**	-.10**	-.24*	-																
5. Age of the supervisor	.36**	.01	-.20*	.35**	-															
6. Gender of the supervisor	.11**	.24**	-.11*	.08*	.16**	-														
7. Female ratio in the organization	-.03	-.38**	.06	-.06	.02	-.31	-													
8. Supervisory Discrimination	.20**	.00	.50	.07	.09*	.08*	-.06	(.94)												
9. Paternalistic Leadership	-.11**	-.04	.01	.00	-.07	-.09*	.08*	-.41**	(.91)											
10. T-O Leadership	-.05	-.02	.02	-.00	-.08*	-.08*	-.01	-.11**	.37**	(.83)										
11. Affective Commitment	.07	.00	-.10*	.10**	.08*	.08*	-.00	-.36**	.45**	.12**	(.88)									
12. Normative Commitment	.15**	.02	-.16*	.16**	.12**	.09*	-.08*	-.18**	.40**	.22**	.70**	(.83)								
13. Continuance Commitment	.13**	.01	-.16*	.18**	.14**	.10**	-.06	-.09*	.30**	.23**	.52**	.74**	(.80)							
14. Procedural Justice	-.09*	.01	.09*	.03	-.08*	-.00	-.48*	-.48**	.48**	.18**	.53**	.35**	.20**	(.87)						
15. Interpersonal Justice	-.08*	-.07*	.14**	-.04	-.10	-.08*	.06	-.47**	.51**	.21**	.39**	.28**	.22**	.65*	(.83)					
16. Informational Justice	-.12**	-.30	.09*	-.04	-.14**	-.09*	.06	-.59**	.62**	.26**	.47**	.32**	.23**	.70*	.71*	(.89)				
17. LGP	-.11**	-.04	.05	-.01	-.13**	-.08*	.02	-.51**	.65**	.25**	.52**	.41**	.29**	.57*	.54*	.71*	(.93)			
18. Job Satisfaction	.03	.06	-.07	.11**	.10**	-.00	.00	-.32**	.39**	.02	.50**	.36**	.24**	.34*	.29*	.37*	.40**	(-)		
19. Psychological Well-being	-.08*	.01	-.01	-.05	-.03	.01	-.03	-.31**	.29**	.29**	.33**	.27**	.14**	.38*	.30*	.33*	.28**	.20**	(-)	

Note. \*Correlation is significant at the 0.05 level (2-tailed). \*\*Correlation is significant at the 0.01 level (2-tailed). Numbers on the diagonal are Cronbach's alpha reliability estimates. For gender of employee: 1 corresponds to female, 2 corresponds to male, 3 corresponds to not specified. For marital status: 1 corresponds to married, 2 corresponds to other, 3 corresponds to not specified. For gender of supervisor: 1 corresponds to female, 2 corresponds to male, 3 corresponds to not specified.

As expected, supervisory discrimination was negatively associated with AC, NC, procedural justice, interpersonal justice, informational justice, LGP, job satisfaction and psychological well-being. In addition, supervisory discrimination is also negatively correlated with PL, T-O leadership and CC.

PL was found to be positively correlated with AC, NC, procedural justice, interpersonal justice, informational justice, LGP, job satisfaction and psychological well-being. In addition, it was also positively associated with CC and T-O leadership.

T-O leadership was positively associated with AC, NC, CC, procedural justice, informational justice, interpersonal justice, LGP and psychological well-being.

As expected, AC was found to be positively correlated with NC, procedural justice, interpersonal justice, informational justice, LGP, job satisfaction, and psychological well-being. However, it is also positively correlated with CC.

As expected, NC was positively associated with procedural justice, interpersonal justice, informational justice, LGP, job satisfaction and psychological well-being. On the other hand, it was also positively correlated with CC.

CC was positively correlated with procedural justice, interpersonal justice, informational justice, LGP, job satisfaction, and psychological well-being.

Procedural justice was positively associated with interpersonal justice, informational justice, LGP, job satisfaction, and psychological well-being. Interpersonal justice was positively correlated with informational justice, LGP, job satisfaction, and psychological well-being. Informational justice was positively associated with LGP, job satisfaction and psychological well-being.

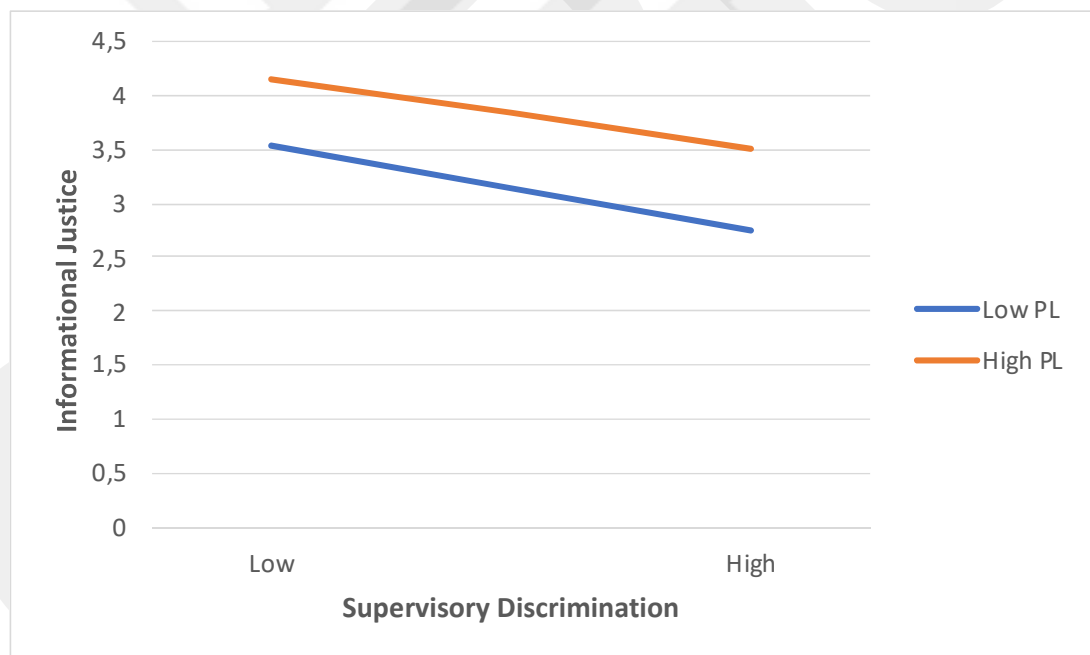
LGP was positively correlated with job satisfaction and psychological well-being. Lastly, as expected, job satisfaction and psychological well-being were positively correlated.

### **3.4 MODERATED MULTIPLE REGRESSION ANALYSES (HYPOTHESES 5A-24)**

PL did not significantly moderate the relationship between supervisory discrimination and procedural justice ( $B = -.01$ ,  $SE = .03$ ,  $p = .78$ , 95% CI [-.08, .06]). Therefore, *Hypothesis 5a* which suggested that manager's PL style would have a moderating effect on the negative association between supervisory discrimination and employees' perception of procedural justice, in such a way that, under high supervisory discrimination condition, employees whose managers predominantly adopted the PL

style would report a higher level of procedural justice perception than subordinates of managers with low scores PL style, was not supported.

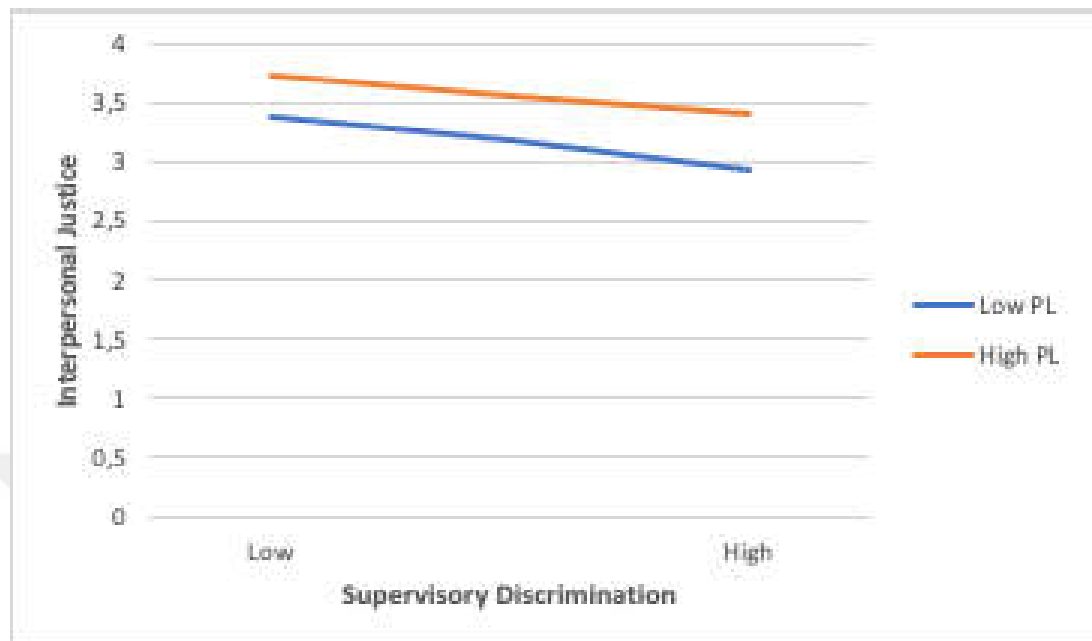
The findings showed that PL moderated the relationship between supervisory discrimination and subordinates' perception of informational justice ( $B = .07$ ,  $SE = .03$ ,  $p < .05$ , 95% CI [.00, .14]). Under both high and low supervisory discrimination conditions, subordinates with highly paternalistic leaders reported higher levels of informational justice than those who worked with supervisors who scored low on PL style. Thus, *Hypothesis 5b* which suggested that the manager's PL style would have a moderating effect on the negative association between supervisory discrimination and employees' perception of informational justice, in such a way that, under high supervisory discrimination condition, employees whose managers predominantly adopted the PL style would report a higher level of informational justice perception than subordinates of managers with low scores on paternalistic leadership style, was supported. (Figure 2.)



**Figure 2:** Moderating Effect of PL in the Relationship Between Supervisory Discrimination and Subordinates' Informal Justice Perception

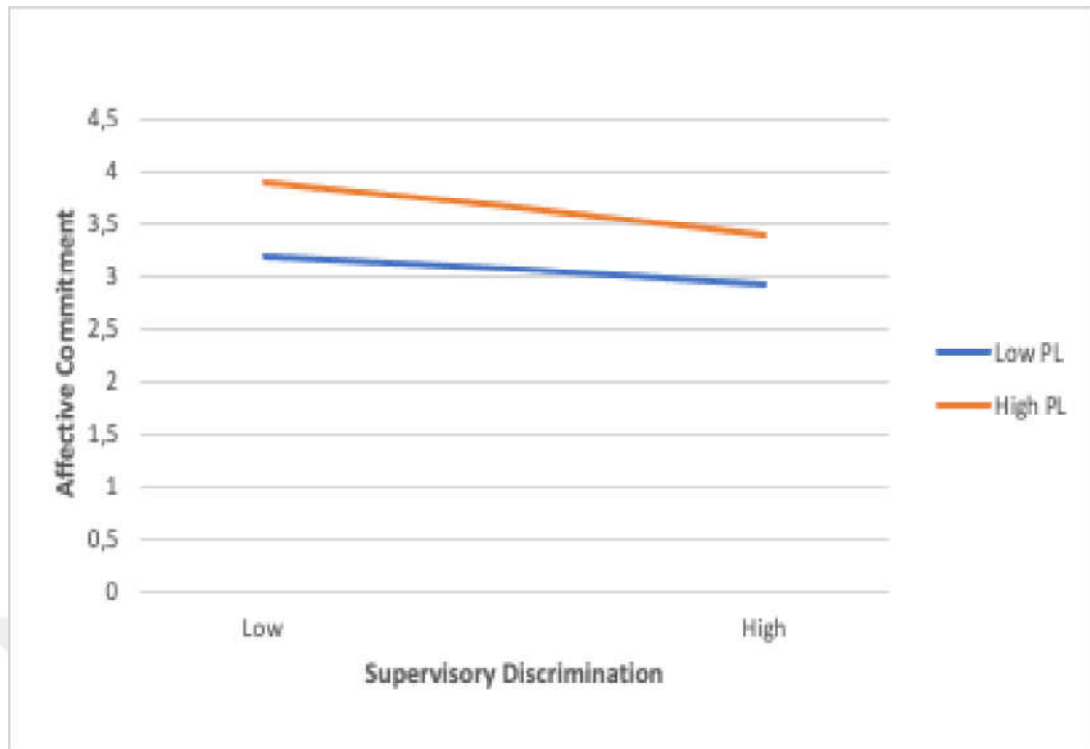
PL also moderated the relationship between supervisory discrimination and subordinates' perception of interpersonal justice ( $B = .60$ ,  $SE = .03$ ,  $p < .05$ , 95% CI [.01, .12]). Under both high and low supervisory discrimination conditions, subordinates with highly paternalistic leaders reported higher levels of interpersonal justice than those who worked with supervisors who scored low on PL style. Hence, *Hypothesis 5c* which suggested that employees whose managers predominantly

adopted the PL style would report a higher level of interpersonal justice perception than subordinates of managers with low scores on the PL style, was supported (Figure 3.)



**Figure 3:** Moderating Effect of PL in the Relationship Between Supervisory Discrimination and Subordinates' Interpersonal Justice Perception

The findings revealed that PL moderated the relationship between supervisory discrimination and subordinates' AC ( $B = -.12, SE = .40, p < .01, 95\% CI [-.20, -.04]$ ). Under both high and low supervisory discrimination conditions, subordinates with highly paternalistic leaders reported higher levels of AC than those who worked with supervisors who scored low on PL style. Thus, *Hypothesis 6a* which suggested that manager's paternalistic leadership style would have a moderating effect on the negative association between supervisory discrimination and employees' AC, in such a way that, employees whose managers predominantly adopted the PL style would report a higher level of AC than subordinates of managers with low scores on PL style, was supported (Figure 4).

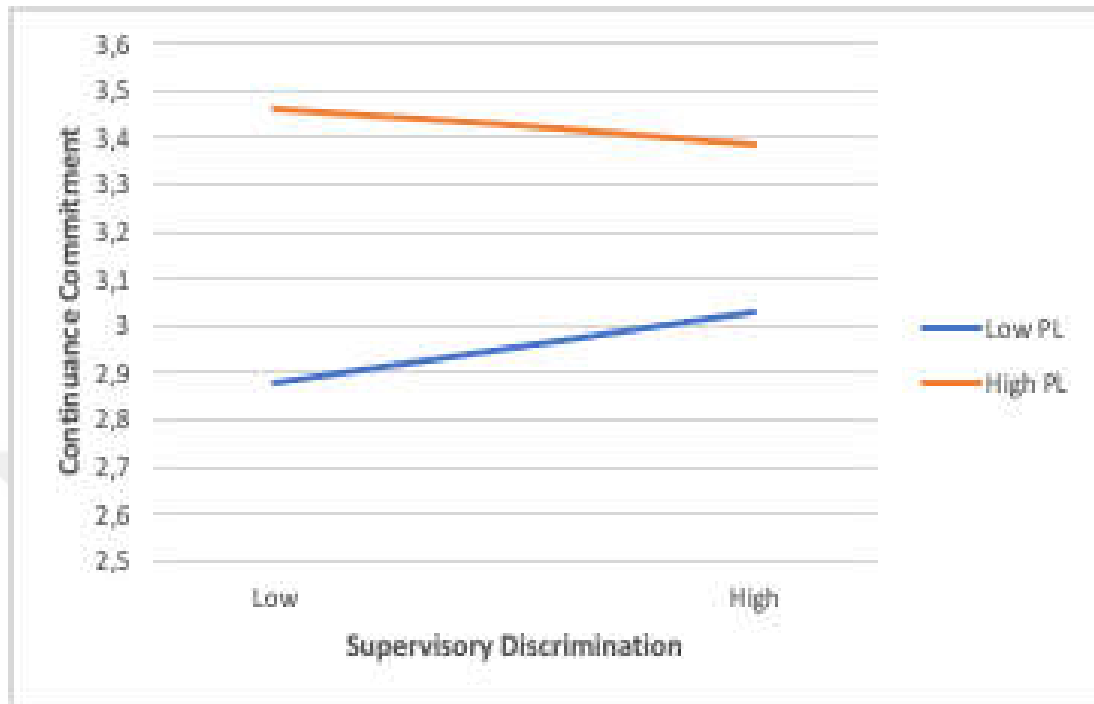


**Figure 4:** Moderating Effect of PL in the Relationship Between Supervisory Discrimination and Subordinates' Affective Commitment

However, PL did not moderate the relationship between supervisory discrimination and subordinates' NC ( $B = -.07$ ,  $SE = .04$ ,  $p = .06$ , 95% CI [-.14, .00]). Therefore, *Hypothesis 6b* which suggested that the manager's PL style would have a moderating effect on the negative association between the supervisory discrimination and the employees' NC, in such a way that, employees whose managers predominantly adopted the PL style would report a higher level of NC than subordinates of managers with low scores on PL style, was not supported.

On the other hand, PL moderated the relationship between supervisory discrimination and subordinates' CC ( $B = -.11$ ,  $SE = .04$ ,  $p < .05$ , 95% CI [-.18, -.02]). However, contrary to expectations, under both high and low supervisory discrimination conditions, subordinates with highly paternalistic leaders reported higher levels of CC than those who worked with supervisors who scored low on PL style. Moreover, CC levels of subordinates who worked with highly paternalistic leaders decreased as the level of supervisory discrimination increased. CC levels of subordinates who worked with supervisors who scored low on PL increased as the level of supervisory discrimination increased. Therefore, *Hypothesis 6c* which suggested that the manager's PL style would have a moderating effect on the positive association between supervisory discrimination and CC, in such a way that, under high

supervisory discrimination condition, employees whose managers predominantly adopted the PL style would report a lower level of CC than subordinates of managers with low scores on PL style, was not supported. (Figure 5.)



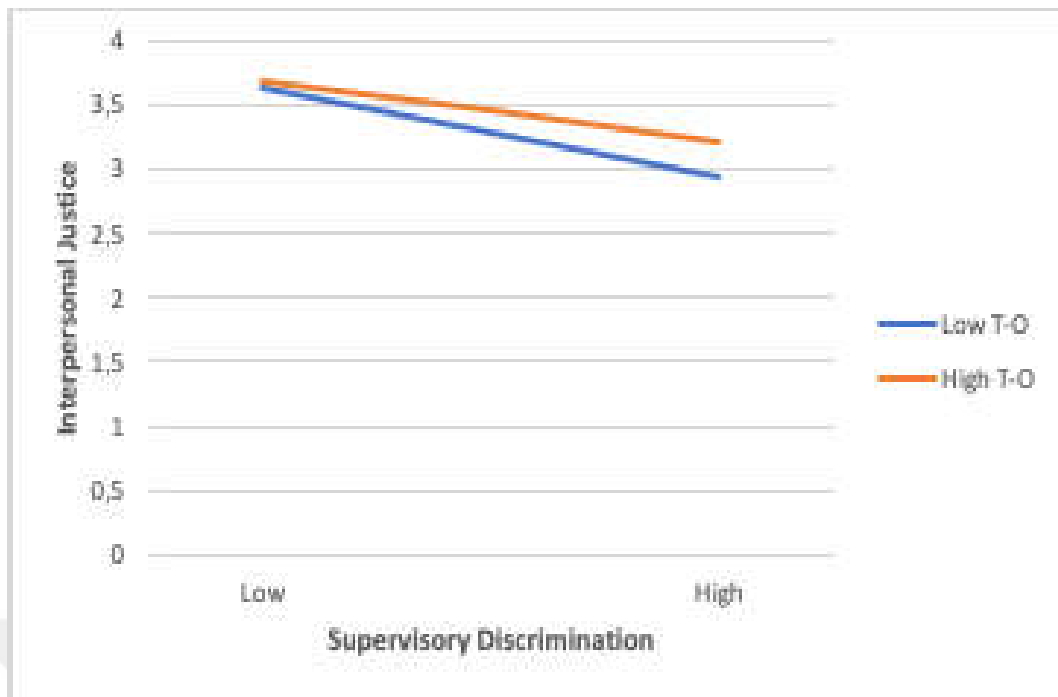
**Figure 5:** Moderating Effect of PL in the Relationship Between Supervisory Discrimination and Subordinates' Continuanace Commitment

PL did not moderate the relationship between supervisory discrimination and job satisfaction ( $B = -.11$ ,  $SE = .08$ ,  $p = .17$ , 95% CI [-.27, .05]). Thus, *Hypothesis 7* which suggested that the manager's PL style would have a moderating effect on the negative association between supervisory discrimination and employees' job satisfaction, in such a way that, employees whose managers predominantly adopted the PL style would report a higher level of job satisfaction than subordinates of managers with low scores on PL style, was not supported.

In addition, PL did not moderate the relationship between supervisory discrimination and employees' psychological well-being ( $B = -.05$ ,  $SE = .04$ ,  $p = .17$ , 95% CI [-.11, .02]). Therefore, *Hypothesis 8* which suggested that the manager's PL style would have a moderating effect on the negative association between supervisory discrimination and employees' psychological well-being, in such a way that, under high supervisory discrimination condition, employees whose managers predominantly adopted the PL style would report a higher level of psychological well-being than subordinates of managers with low scores on PL style, was not supported.

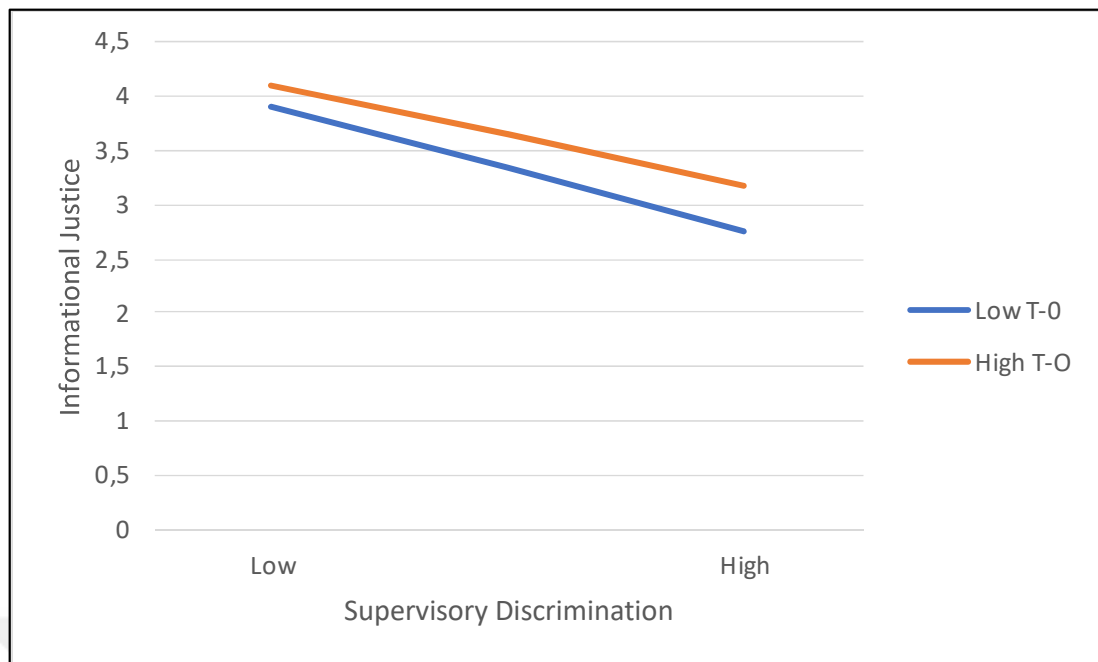
T-O leadership did not moderate the relationship between supervisory discrimination and procedural justice. ( $B = -.07, SE = .05, p = .17, 95\% CI [-.03, .18]$ ). Hence, *Hypothesis 9a* which suggested that T-O leadership style of the manager would have a moderating effect on the negative relationship between supervisory discrimination and employees' perception of procedural justice, in such a way that, employees whose manager predominantly adopted T-O leadership style would report lower levels of procedural justice than subordinates of managers with low scores on T-O leadership style, was not supported.

On the other hand, T-O leadership moderated the relationship between supervisory discrimination and subordinates' perception of interpersonal justice ( $B = .14, SE = .04, p < .01, 95\% CI [.05, .22]$ ). Subordinates who work with highly T-O leaders reported higher levels of interpersonal justice under high supervisory discrimination condition than those who worked with supervisors who scored low on T-O leadership style. Under low supervisory discrimination condition, employees whose manager predominantly adopted T-O leadership style reported similar levels of interpersonal justice (which was higher than the one under high supervisor discrimination condition) with subordinates of managers with a low score on T-O leadership style. Thus, *Hypothesis 9b* which suggested that T-O leadership would have a moderating effect on the negative relationship between supervisory discrimination and employees' perception of interpersonal justice, in such a way that, employees whose manager predominantly adopted T-O leadership style would report lower levels of interpersonal justice than subordinates of managers with low scores on T-O leadership style, was not supported. (Figure 6.)



**Figure 6:** Moderating Effect of T-O leadership in the Relationship Between Supervisory Discrimination and Subordinates' Interpersonal Justice Perception

Moreover, T-O leadership moderated the relationship between supervisory discrimination and subordinates' perception of informational justice ( $B = .15, SE = .05, p < .01, 95\% CI [.04, .26]$ ). Under both high and low supervisory discrimination conditions, subordinates who worked with highly T-O leaders reported higher levels of informational justice than those who worked with supervisors who scored low on T-O leadership style. Thus, *Hypothesis 9c* which suggested that T-O leadership would have a moderating effect on the negative relationship between supervisory discrimination and employees' perception of informational justice, in such a way that, employees whose manager predominantly adopted T-O leadership style would report lower levels of informational justice than subordinates of managers with low scores on T-O leadership style, was not supported. (Figure 7.)



**Figure 7:** Moderating Effect of T-O leadership in the Relationship Between Supervisory Discrimination and Subordinates' Informational Justice Perception

T-O leadership did not moderate the relationship between supervisory discrimination and AC ( $B = -.05$ ,  $SE = .06$ ,  $p = .40$ , 95% CI  $[-.18, .07]$ ). Hence, *Hypothesis 10a* which suggested that T-O leadership would have a moderating effect on the negative relationship between the supervisory discrimination and the employees' AC to the organization, in such a way that, employees whose manager predominantly adopted T-O leadership style would report lower levels of AC than subordinates of managers with low scores on T-O leadership style, was not supported.

T-O leadership did not significantly moderate the relationship between supervisory discrimination and NC ( $B = -.04$ ,  $SE = .06$ ,  $p = .46$ , 95% CI  $[-.15, .07]$ ). Hence, *Hypothesis 10b* which suggested that T-O leadership would have a moderating effect on the negative relationship between supervisory discrimination and employees' NC to the organization, in such a way that, employees whose manager predominantly adopted T-O leadership style would report lower levels of NC than subordinates of managers with low scores on T-O leadership style, was not supported.

T-O leadership did not moderate the relationship between supervisory discrimination and CC ( $B = -.07$ ,  $SE = .06$ ,  $p = .22$ , 95% CI  $[-.19, .04]$ ). Hence, *Hypothesis 10c* which suggested that T-O leadership would have a moderating effect on the negative relationship between supervisory discrimination and employees' CC to the organization, in such a way that, employees whose manager predominantly

adopted T-O leadership style would report higher levels of CC than subordinates of managers with low scores on T-O leadership style, was not supported.

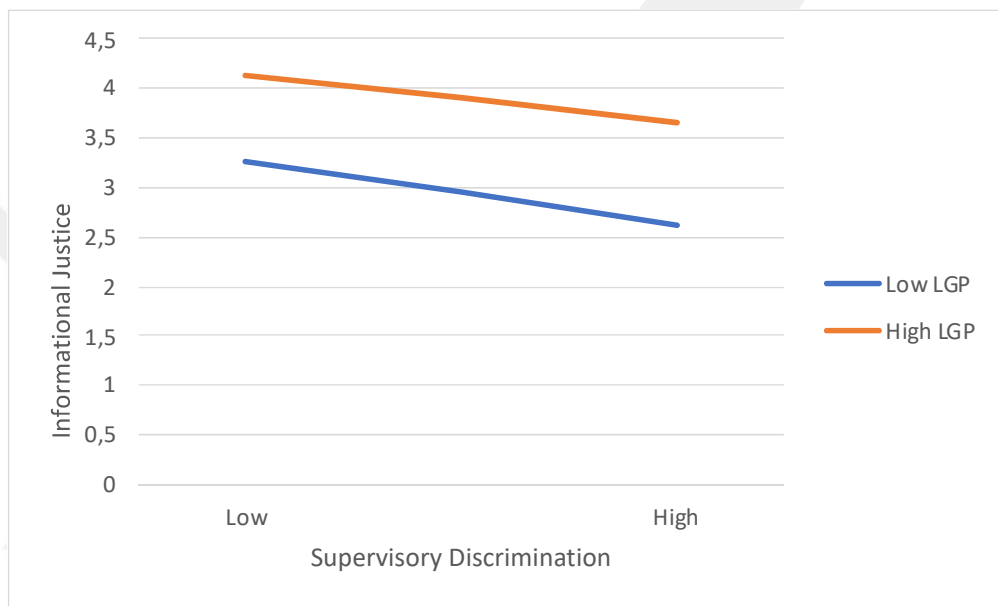
T-O leadership did not moderate the relationship between supervisory discrimination and job satisfaction ( $B = -.07$ ,  $SE = .12$ ,  $p = .60$ , 95% CI [-.17, .31]). Hence, *Hypothesis 11* which suggested that T-O leadership would have a moderating effect on the negative relationship between supervisory discrimination and the employees' job satisfaction, in such a way that, employees whose manager predominantly adopted T-O leadership style would report lower levels of job satisfaction than subordinates of managers with low scores on T-O leadership style, was not supported.

T-O leadership did not moderate the relationship between supervisory discrimination and psychological well-being ( $B = -.02$ ,  $SE = .04$ ,  $p = .65$ , 95% CI [-.11, .07]). Hence, *Hypothesis 12* which suggested that T-O leadership would have a moderating effect on the negative relationship between supervisory discrimination and employees' psychological well-being, in such a way that, employees whose manager predominantly adopted T-O leadership style would report lower levels of psychological well-being than subordinates of managers with low scores on T-O leadership style, was not supported.

The moderation analyses revealed that, LGP did not moderate the relationship between supervisory discrimination and procedural justice ( $B = -.00$ ,  $SE = .03$ ,  $p = .99$ , 95% CI [-.06, .06]). Thus, *Hypothesis 13a* which suggested that LGP would have a moderating effect on the negative relationship between supervisory discrimination and employees' perception of procedural justice, in such a way that, when the manager's perceived LGP is high, the negative relationship between supervisory discrimination and employees' perceptions of procedural justice would be weaker than when the manager's LGP is low, was not supported.

LGP did not significantly moderate the relationship between supervisory discrimination and interpersonal justice ( $B = .02$ ,  $SE = .02$ ,  $p = .37$ , 95% CI [-.03, .07]). Thus, *Hypothesis 13b* which suggested that LGP would have a moderating effect on the negative relationship between supervisory discrimination and employees' perception of interpersonal justice, in such a way that, when the manager's perceived LGP is high, the negative relationship between supervisory discrimination and employees' perceptions of interpersonal justice would be weaker than when the manager's LGP is low, was not supported.

On the other hand, LGP moderated the relationship between supervisory discrimination and informational justice ( $B = .06, SE = .03, p < .05, 95\% CI [.00, .11]$ ). Thus, *Hypothesis 13c* which suggested that LGP would have a moderating effect on the negative relationship between supervisory discrimination and employees' perception of informational justice, in such a way that, when the manager's perceived LGP is high, the negative relationship between supervisory discrimination and employees' perceptions of informational justice would be weaker than when the manager's LGP is low, was supported. (Figure 8.)



**Figure 8:** Moderating Effect of LGP in the Relationship Between Supervisory Discrimination and Subordinates' Informational Justice Perception

LGP did not moderate the relationship between supervisory discrimination and AC. ( $B = .05, SE = .03, p = .14, 95\% CI [-.12, .01]$ ). Thus, *Hypothesis 14a* which suggested that leader-group prototypicality would have a moderating effect on the negative relationship between supervisory discrimination and employees' AC, in such a way that, when the manager's perceived LGP is high, the negative relationship between supervisory discrimination and employees' AC would be weaker than when the manager's LGP is low, was not supported.

LGP did not moderate the relationship between supervisory discrimination and NC ( $B = .01, SE = .03, p = .68, 95\% CI [.05, .07]$ ). Thus, *Hypothesis 14b* which suggested that LGP would have a moderating effect on the negative relationship between supervisory discrimination and employees' NC, in such a way that, when the manager's perceived LGP is high, the negative relationship between supervisory

discrimination and employees' NC would be weaker than when the manager's LGP is low, was not supported.

LGP did not moderate the relationship between supervisory discrimination and CC ( $B = .01, SE = .03, p = .71, 95\% CI [-.09, .06]$ ). Thus, *Hypothesis 14c* suggested that LGP would have a moderating effect on the positive relationship between supervisory discrimination and employees' CC, in such a way that, when the manager's perceived LGP is high, the positive relationship between supervisory discrimination and employees' CC is expected to be weaker than when the manager's LGP is low, was not supported.

LGP did not moderate the relationship between supervisory discrimination and job satisfaction ( $B = .11, SE = .07, p = .13, 95\% CI [-.25, .03]$ ). Thus, *Hypothesis 15* which suggested that LGP would have a moderating effect on the negative relationship between supervisory discrimination and employees' job satisfaction, in such a way that, when the manager's perceived LGP is high, the negative relationship between supervisory discrimination and employees' job satisfaction would be weaker than when the manager's LGP is low. was not supported.

LGP did not significantly moderate the relationship between supervisory discrimination and psychological well-being ( $B = .04, SE = .03, p = .14, 95\% CI [-.10, .01]$ ). Thus, *Hypothesis 16* which suggested that LGP would have a moderating effect on the negative relationship between the supervisory discrimination and employees' psychological well-being, in such a way that, when the manager's perceived LGP is high, the negative relationship between supervisory discrimination and employees' psychological well-being would be weaker than when the manager's LGP is low, was not supported.

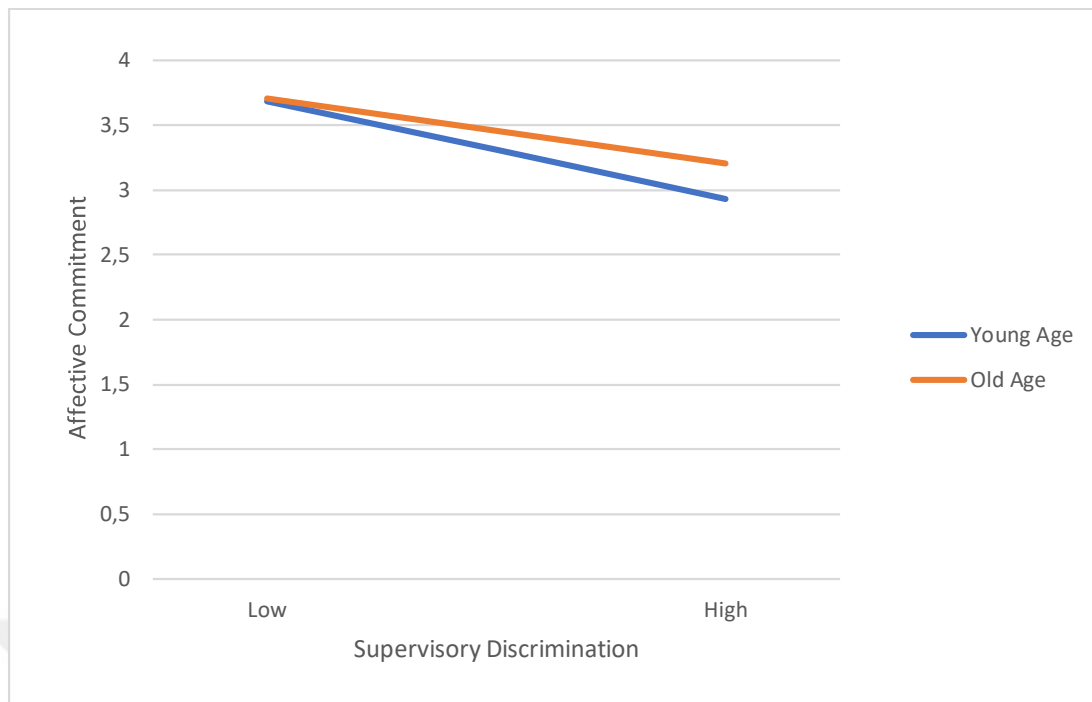
Contrary to expectations, age of the subordinates did not moderate the relationship between supervisory discrimination and procedural justice ( $B = .00, SE = .00, p = .78, 95\% CI [-.00, .01]$ ). Thus, *Hypothesis 17a* which suggested that subordinates' age would have a moderating effect on the negative relationship between supervisory discrimination and employees' perception of procedural justice, in such a way that, older employees would report higher level of perceptions of procedural justice than younger employees, was not supported.

Age of subordinates did not significantly moderate the relationship between supervisory discrimination and interpersonal justice ( $B = .01, SE = .00, p = .73, 95\% CI [-.00, .01]$ ). Thus, *Hypothesis 17b* which suggested that subordinates' age would

have a moderating effect on the negative relationship between the supervisory discrimination and employees' perception of interpersonal justice, in such a way that, older employees would report higher levels of perceptions of interpersonal justice than younger employees, was not supported.

Age of subordinates did not significantly moderate the relationship between supervisory discrimination and informational justice ( $B = .00$ ,  $SE = .00$ ,  $p = .31$ , 95% CI [-.00, .01]). Thus, *Hypothesis 17c* which suggested that subordinates' age would have a moderating effect on the negative relationship between supervisory discrimination and employees' perception of informational justice, in such a way that, older employees would report higher levels of perceptions of informational justice than younger employees, was not supported.

On the other hand, age of the subordinates moderated the relationship between supervisory discrimination and AC ( $B = .00$ ,  $SE = .00$ ,  $p < .05$ ,  $.03$ , 95% CI [.00, .01]). As expected, older subordinates reported higher levels of AC under high supervisory discrimination condition than younger subordinates. Under low supervisory discrimination condition, both older and younger subordinates reported similar levels of AC (which was higher than the one under high supervisor discrimination condition). Thus, *Hypothesis 18a* which suggested that subordinates' age would have a moderating effect on the negative relationship between supervisory discrimination and employees' AC, in such a way that, under high supervisory discrimination condition, older employees would report higher levels of AC than younger employees, was supported. (Figure 9.)



**Figure 9:** Moderating Effect of Age in the Relationship Between Supervisory Discrimination and Subordinates' Affective Commitment

Contrary to expectations, age of subordinates did not significantly moderate the relationship between supervisory discrimination and NC ( $B = .00$ ,  $SE = .00$ ,  $p = .78$ , 95% CI [.00, .01]). Thus, *Hypothesis 18b* which suggested that subordinates' age would have a moderating effect on the negative relationship between supervisory discrimination and employees' NC, in such a way that, older employees would report higher levels of NC than younger employees, was not supported.

Age of subordinates did not significantly moderate the relationship between supervisory discrimination and CC ( $B = .00$ ,  $SE = .00$ ,  $p = .99$ , 95% CI [-.00, .01]). Thus, *Hypothesis 18c* which suggested that subordinates' age would have a moderating effect on the positive relationship between supervisory discrimination and employees' CC, in such a way that, older employees would report lower levels of CC than younger employees, was not supported.

Age of subordinates did not significantly moderate the relationship between supervisory discrimination and job satisfaction ( $B = .00$ ,  $SE = .01$ ,  $p = .60$ , 95% CI [-.01, .02]). Thus, *Hypothesis 19* which suggested that subordinates' age would have a moderating effect on the negative relationship between supervisory discrimination and employees' job satisfaction, in such a way that, older employees would report higher levels of job satisfaction than younger employees, was not supported.

Age of subordinates did not significantly moderate the relationship between supervisory discrimination and psychological well-being ( $B = .00$ ,  $SE = .01$ ,  $p = .81$ , 95% CI [-.01, .01]). Thus, *Hypothesis 20* which suggested that subordinates' age would have a moderating effect on the negative relationship between supervisory discrimination and employees' psychological well-being, in such a way that, older employees would report higher levels of psychological well-being than younger employees, was not supported.

Gender of the subordinates did not significantly moderate the relationship between supervisory discrimination and procedural justice ( $B = .10$ ,  $SE = .05$ ,  $p = .07$ , 95% CI [-.01, .20]). Thus, *Hypothesis 21a* which suggested that subordinates' gender would have a moderating effect on the negative relationship between supervisory discrimination and employees' perception of procedural justice, in such a way that, under high supervisory discrimination condition, women would report lower levels of perceptions of procedural justice than men, was not supported.

Gender of the subordinates did not significantly moderate the relationship between supervisory discrimination and interpersonal justice ( $B = .04$ ,  $SE = .04$ ,  $p = .29$ , 95% CI [-.04, .13]). Thus, *Hypothesis 21b* which suggested that subordinates' gender would have a moderating effect on the negative relationship between supervisory discrimination and employees' perception of interpersonal justice, in such a way that, under high supervisory discrimination condition, women would report lower levels of perceptions of interpersonal justice than men, was not supported.

Gender of the subordinates did not significantly moderate the relationship between supervisory discrimination and informational justice ( $B = .01$ ,  $SE = .06$ ,  $p = .84$ , 95% CI [-.10, .12]). Thus, *Hypothesis 21c* which suggested that subordinates' gender would have a moderating effect on the negative relationship between supervisory discrimination and employees' perception of informational justice, in such a way that, under high supervisory discrimination condition, women would report lower levels of perceptions of informational justice than men, was not supported.

Gender of the subordinates did not significantly moderate the relationship between supervisory discrimination and AC ( $B = .08$ ,  $SE = .06$ ,  $p = .18$ , 95% CI [-.04, .20]). Thus, *Hypothesis 22a* which suggested that subordinates' gender would have a moderating effect on the negative relationship between supervisory discrimination and employees' AC, in such a way that, under high supervisory

discrimination condition, women would report lower levels of AC than men, was not supported.

Gender of the subordinates did not significantly moderate the relationship between supervisory discrimination and NC ( $B = .05$ ,  $SE = .06$ ,  $p = .37$ , 95% CI [-.06, .16]). Thus, *Hypothesis 22b* which suggested that subordinates' gender would have a moderating effect on the negative relationship between supervisory discrimination and employees' NC, in such a way that, under high supervisory discrimination condition, women would report lower levels of NC than men, was not supported.

Gender of the subordinates did not significantly moderate the relationship between supervisory discrimination and CC ( $B = .06$ ,  $SE = .06$ ,  $p = .32$ , 95% CI [-.18, .06]). Thus, *Hypothesis 22c* which suggested that subordinates' gender would have a moderating effect on the positive relationship between supervisory discrimination and employees' CC in such a way that, under high supervisory discrimination condition, women would report higher levels of CC than men, was not supported.

Gender of the subordinates did not significantly moderate the relationship between supervisory discrimination and job satisfaction ( $B = .16$ ,  $SE = .12$ ,  $p = .19$ , 95% CI [-.08, .40]). Thus, *Hypothesis 23* which suggested that subordinates' gender would have a moderating effect on the positive relationship between the supervisory discrimination and employees' job satisfaction, in such a way that, under high supervisory discrimination condition, women would report lower levels of job satisfaction than men, was not supported.

Finally, gender of the subordinates did not moderate the relationship between supervisory discrimination and psychological well-being ( $B = -.04$ ,  $SE = .05$ ,  $p = .39$ , 95% CI [-.14, .05]). Thus, *Hypothesis 24* which suggested that subordinates' gender would have a moderating effect on the negative relationship between supervisory discrimination and employees' psychological well-being, in such a way that, under high supervisory discrimination condition, women would report lower levels of psychological well-being than men, was not supported.

**Table 4:** Summary of Hypotheses and Results

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<i>Hypothesis 1a:</i> Supervisory discrimination is negatively associated with subordinates' AC to the organization.	Supported
<i>Hypothesis 1b:</i> Supervisory discrimination is negatively associated with subordinates' NC to the organization.	Supported
<i>Hypothesis 1c:</i> Supervisory discrimination is positively associated with subordinates' CC to the organization.	Not Supported
<i>Hypothesis 2a:</i> Supervisory discrimination is negatively associated with subordinates' perception of procedural justice.	Supported
<i>Hypothesis 2b:</i> Supervisory discrimination is negatively associated with subordinates' perception of interpersonal justice.	Supported
<i>Hypothesis 2c:</i> Supervisory discrimination is negatively associated with subordinates' perception of informational justice.	Supported
<i>Hypothesis 3:</i> Supervisory discrimination is negatively associated with subordinates' job satisfaction.	Supported
<i>Hypothesis 4:</i> Supervisory discrimination is negatively associated with subordinates' psychological well-being.	Supported
<i>Hypothesis 5a:</i> The manager's PL style has a moderating effect on the negative association between the supervisory discrimination and the employees' procedural justice perceptions. It is expected that employees whose managers predominantly adopt the PL style report a higher level of procedural justice perceptions than subordinates of managers with low scores PL style.	Not Supported

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**Table 4:** Continued

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*Hypothesis 5b:* The manager's PL style has a moderating effect on the negative association between the supervisory discrimination and the employees' informational justice perceptions. It is expected that employees whose managers predominantly adopt the PL style report a higher level of informational justice perceptions than subordinates of managers with low scores on PL style.

Not Supported

*Hypothesis 5c:* The manager's PL style has a moderating effect on the negative association between the supervisory discrimination and the employees' interpersonal justice perceptions. It is expected that employees whose managers predominantly adopt the PL style report a higher level of interpersonal justice perceptions than subordinates of managers with low scores on PL style.

Supported

*Hypothesis 6a:* The manager's PL style has a moderating effect on the negative association between the supervisory discrimination and the employees' AC. It is expected that employees whose managers predominantly adopt the PL style report a higher level of AC than subordinates of managers with low scores on PL style.

Supported

*Hypothesis 6b:* The manager's PL style has a moderating effect on the negative association between the supervisory discrimination and the employees' NC. It is expected that employees whose managers predominantly adopt the PL style report a higher level of NC than subordinates of managers with low scores on PL style.

Not Supported

*Hypothesis 6c:* The manager's PL style has a moderating effect on the positive association between the supervisory discrimination and the employees' CC. It is expected that employees whose managers predominantly adopt the PL style report a lower level of CC than subordinates of managers with low scores on PL style.

Not Supported

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**Table 4:** Continued

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*Hypothesis 7:* The manager's PL style has a moderating effect on the negative association between the supervisory discrimination and the employees' job satisfaction. It is expected that employees whose managers predominantly adopt the PL style report a higher level of job satisfaction than subordinates of managers with low scores on PL style. Not Supported

*Hypothesis 8:* The manager's PL style has a moderating effect on the negative association between the supervisory discrimination and the employees' psychological well-being. It is expected that employees whose managers predominantly adopt the PL style report a higher level of psychological well-being than subordinates of managers with low scores on PL style. Not Supported

*Hypothesis 9a:* T-O leadership style of the manager has a moderating effect on the negative relationship between supervisory discrimination and the employees' perceptions of procedural justice. When employees are exposed to supervisory discrimination, it is expected that those who work with highly T-O managers report lower levels of procedural justice than subordinates of managers with a low score on the T-O leadership style. Not Supported

*Hypothesis 9b:* T-O leadership style of the manager has a moderating effect on the negative relationship between supervisory discrimination and the employees' perceptions of interpersonal justice. When employees are exposed to supervisory discrimination, it is expected that those who work with highly T-O managers report lower levels of interpersonal justice than subordinates of managers with a low score on the T-O leadership style. Not Supported

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**Table 4: Continued**

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*Hypothesis 9c:* T-O leadership style of the manager has a moderating effect on the negative relationship between supervisory discrimination and the employees' perceptions of informational justice. When employees are exposed to supervisory discrimination, it is expected that individuals who work with managers with a T-O leadership style report lower levels of informational justice than subordinates of managers with a low score on the T-O leadership style.

Not Supported

*Hypothesis 10a:* T-O leadership style of the manager has a moderating effect on the negative relationship between supervisory discrimination and the employees' AC to the organization. When employees are exposed to supervisory discrimination, it is expected that individuals who work with managers with a T-O leadership style report lower levels of AC than subordinates of managers with a low score on the T-O leadership style.

Not Supported

*Hypothesis 10b:* T-O leadership style of the manager has a moderating effect on the negative relationship between supervisory discrimination and the employees' NC to the organization. When employees are exposed to supervisory discrimination, it is expected that individuals who work with managers with a T-O leadership style report lower levels of NC than subordinates of managers with a low score on the T-O leadership style.

Not Supported

*Hypothesis 10c:* T-O leadership style of the manager has a moderating effect on the positive relationship between supervisory discrimination and the employees' CC to the organization. When employees are exposed to supervisory discrimination, it is expected that individuals who work with managers with a T-O leadership style report higher levels of CC than subordinates of managers with a low score on the T-O leadership style.

Not Supported

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**Table 4: Continued**

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*Hypothesis 11:* T-O leadership style of the manager has a moderating effect on the negative relationship between supervisory discrimination and the employees' job satisfaction. When employees are exposed to supervisory discrimination, it is expected that individuals who work with managers with a T-O leadership style report lower levels of job satisfaction than subordinates of managers with a low score on the T-O leadership style.

Not Supported

*Hypothesis 12:* T-O leadership style of the manager has a moderating effect on the negative relationship between supervisory discrimination and the employees' psychological well-being. When employees are exposed to supervisory discrimination, it is expected that individuals who work with managers with a T-O leadership style report lower levels of psychological well-being than subordinates of managers with a low score on the T-O leadership style.

Not Supported

*Hypothesis 13a:* LGP has a moderating effect on the negative relationship between supervisory discrimination and employees' perception of procedural justice. When the manager's perceived LGP is high, the negative relationship between supervisory discrimination and employees' perceptions of procedural justice is expected to be weaker than when the manager's LGP is low.

Not Supported

*Hypothesis 13b:* LGP has a moderating effect on the negative relationship between supervisory discrimination and employees' perception of interpersonal justice. When the manager's perceived LGP is high, the negative relationship between supervisory discrimination and employees' perceptions of interpersonal justice is expected to be weaker than when the manager's LGP is low.

Not Supported

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**Table 4:** Continued

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<i>Hypothesis 13c:</i> LGP has a moderating effect on the negative relationship between supervisory discrimination and employees' perception of informational justice. When the manager's perceived LGP is high, the negative relationship between supervisory discrimination and employees' perceptions of informational justice is expected to be weaker than when the manager's LGP is low.	Supported
<i>Hypothesis 14a:</i> LGP has a moderating effect on the negative relationship between supervisory discrimination and employees' AC to the organization. When the manager's perceived LGP is high, the negative relationship between supervisory discrimination and employees' AC is expected to be weaker than when the manager's LGP is low.	Not Supported
<i>Hypothesis 14b:</i> LGP has a moderating effect on the negative relationship between supervisory discrimination and employees' NC to the organization. When the manager's perceived LGP is high, the negative relationship between supervisory discrimination and employees' NC is expected to be weaker than when the manager's LGP is low.	Not Supported
<i>Hypothesis 14c:</i> LGP has a moderating effect on the positive relationship between supervisory discrimination and employees' CC to the organization. When the manager's perceived LGP is high, the positive relationship between supervisory discrimination and employees' CC is expected to be weaker than when the manager's LGP is low.	Not Supported
<i>Hypothesis 15:</i> LGP has a moderating effect on the negative relationship between supervisory discrimination and employees' job satisfaction. When the manager's perceived LGP is high, the negative relationship between supervisory discrimination and employees' job satisfaction is expected to be weaker than when the manager's LGP is low.	Not Supported

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**Table 4:** Continued

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*Hypothesis 16:* LGP has a moderating effect on the negative relationship between supervisory discrimination and employees' psychological well-being. When the manager's perceived LGP is high, the negative relationship between supervisory discrimination and employees' psychological well-being is expected to be weaker than when the manager's LGP is low.

Not Supported

*Hypothesis 17a:* The age of employees has a moderating effect on the negative relationship between supervisory discrimination and employees' perceptions of procedural justice. When employees are exposed to supervisory discrimination, older employees are expected to report higher scores on perceptions of procedural justice than younger employees.

Not Supported

*Hypothesis 17b:* The age of employees has a moderating effect on the negative relationship between supervisory discrimination and employees' perception of interpersonal justice. When employees are exposed to supervisory discrimination, older employees are expected to report higher scores on perceptions of interpersonal justice than younger employees.

Not Supported

*Hypothesis 17c:* The age of employees has a moderating effect on the negative relationship between supervisory discrimination and employees' perception of informational justice. When employees are exposed to supervisory discrimination, older employees are expected to report higher scores on perceptions of informational justice than younger employees.

Not Supported

*Hypothesis 18a:* The age of employees has a moderating effect on the negative relationship between supervisory discrimination and employees' AC to the organization. When employees are exposed to supervisory discrimination, older employees are expected to report higher scores on AC than younger employees.

Supported

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**Table 4:** Continued

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*Hypothesis 18b:* The age of employee has a moderating effect on the negative relationship between supervisory discrimination and employees' NC to the organization. When employees are exposed to supervisory discrimination, older employees are expected to report higher scores on NC than younger employees. Not Supported

*Hypothesis 18c:* The age of employee has a moderating effect on the positive relationship between supervisory discrimination and employees' CC to the organization. When employees are exposed to supervisory discrimination, older employees are expected to report lower scores on CC than younger employees. Not Supported

*Hypothesis 19:* The age of employee has a moderating effect on the negative relationship between supervisory discrimination and employees' job satisfaction. When employees are exposed to supervisory discrimination, older employees are expected to higher scores on job satisfaction than younger employees. Not Supported

*Hypothesis 20:* The age employee has a moderating effect on the negative relationship between supervisory discrimination and employees' psychological well-being. When employees are exposed to supervisory discrimination, older employees are expected to report higher scores on psychological well-being than younger employees. Not Supported

*Hypothesis 21a:* Gender of employees has a moderating effect on the negative relationship between supervisory discrimination and employees' perceptions of procedural justice. When employees are exposed to supervisory discrimination, women are expected to report lower scores on perceptions of procedural justice than males. Not Supported

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**Table 4:** Continued

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*Hypothesis 21b:* Gender of employees has a moderating effect on the negative relationship between supervisory discrimination and employees' perceptions of interpersonal justice. When employees are exposed to supervisory discrimination, women are expected to report lower scores on perceptions of interpersonal justice than males. Not Supported

*Hypothesis 21c:* Gender of employees has a moderating effect on the negative relationship between supervisory discrimination and employees' perceptions of informational justice. When employees are exposed to supervisory discrimination, women are expected to report lower scores on perceptions of informational justice than males. Not Supported

*Hypothesis 22a:* Gender of employees has a moderating effect on the negative relationship between supervisory discrimination and employees' AC to the organization. When employees are exposed to supervisory discrimination, women are expected to report lower scores on AC than males. Not Supported

*Hypothesis 22b:* Gender of employees has a moderating effect on the negative relationship between supervisory discrimination and employees' NC to the organization. When employees are exposed to supervisory discrimination, women are expected to report lower scores on NC than males. Not Supported

*Hypothesis 22c:* Gender of employees has a moderating effect on the positive relationship between supervisory discrimination and employees' CC to the organization. When employees are exposed to supervisory discrimination, women are expected to report higher scores on CC than males. Not Supported

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**Table 4:** Continued

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*Hypothesis 23:* Gender of employees has a moderating effect on the negative relationship between supervisory discrimination and employees' job satisfaction. When employees are exposed to supervisory discrimination, women are expected to report lower scores on job satisfaction than males.

Not Supported

*Hypothesis 24:* Gender of employees has a moderating effect on the negative relationship between supervisory discrimination and employees' psychological well-being. When employees are exposed to supervisory discrimination, women are expected to report lower scores on psychological well-being than males.

Not Supported

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## **CHAPTER IV**

### **DISCUSSION**

Based on the propositions of social identity theory (SIT; Tajfel & Turner 1979: 33), the present study is aimed to contribute to the literature by examining the effects of supervisory discrimination on subordinates' organizational commitment, organizational justice, psychological well-being, and job satisfaction. In addition, moderating effects of PL style, T-O leadership style, LGP, and participants' age, and gender in these relationships were examined.

The present study contributed to the literature by developing the "Supervisory Discrimination Scale" by adapting the items of the "Organizational Discrimination Scale" developed by Sümer et al. (2019) and providing evidence for the construct and criterion validity of the scale.

The current study also revealed that discriminatory acts performed by supervisors negatively affect subordinates' perceptions of organizational justice, organizational commitment, job satisfaction, and psychological well-being.

#### **4.1 DISCUSSION OF THE MAIN FINDINGS, THEORETICAL CONTRIBUTIONS, AND SUGGESTIONS FOR FUTURE RESEARCH**

The results of bivariate correlation analyses revealed that supervisory discrimination was negatively related to all types of organizational commitment (i.e., AC, NC, CC). Consistently, previous studies showed that supportive leader behaviors were positively associated with organizational commitment (e.g., Perryer & Jordan 2005: 379). However, the direction of the relationship between supervisory discrimination and CC was the opposite of what I expected. More specifically, I suggested that supervisory discrimination would be positively correlated with CC due to fact that CC includes perceptions of inability to afford the costs in case of leaving the organization. Therefore, in case of being faced with supervisory discrimination, subordinates are expected to remain in the organization not because they are satisfied with or have an emotional attachment to the company, but because they do not want

to lose time, effort, and gains which are achieved in the current organization. Cognitive dissonance theory (CDT; Festinger 1957) may explain this unexpected relationship. That is, employees may think they want to stay at the organization because they love it, not due to the lack of alternatives even under high supervisory discrimination, because thinking otherwise may create a cognitive dissonance which may be highly disturbing for them. Yet, at least to my knowledge, the present study is the first research that examined the relationship between supervisory discrimination and different types of organizational commitment and these relationships should be examined by future studies with various samples.

In addition, PL moderated the relationship between supervisory discrimination and subordinates' CC, nevertheless, contrary to expectations, under both high and low supervisory discrimination conditions, subordinates with highly paternalistic leaders reported higher levels of CC than those who worked with supervisors who scored low on PL style. Moreover, CC levels of subordinates who worked with highly paternalistic leaders decreased as the level of supervisory discrimination increased. CC levels of subordinates who worked with supervisors who scored low on PL increased as the level of supervisory discrimination increased. What I suggest was that, under high supervisory discrimination condition, employees whose managers predominantly adopted the PL style would report a lower level of CC than subordinates of managers with low scores on PL style. The reason why the result turned out to be the opposite of what was expected may be because employees see their paternalistic leaders as a family member, when they are discriminated by the manager they see as their father or mother figure, they may be more disappointed and inclined to evaluate the alternatives more.

As expected, bivariate correlation analyses revealed that supervisory discrimination was also negatively related to different types of organizational justice (i.e., procedural justice, interpersonal justice, and informational justice). Similarly, a negative relationship between discriminatory acts performed by managers and organizational justice perception was shown by a previous study (i.e., Wood et al. 2013: 627). Moreover, in line with my expectation, supervisory discrimination was negatively associated with employees' psychological well-being and job satisfaction. Former researchers have provided evidence for the negative effects of discriminatory acts on job satisfaction and well-being (e.g., Taylor et al. 2013: 1229). Therefore, the findings of the present research supported previous results regarding the negative

relationship of supervisory discrimination with subordinates' organizational justice perceptions, job satisfaction, and psychological well-being with a different sample.

According to the moderated multiple regression analyses, PL moderated the relationships of supervisory discrimination with interpersonal justice, AC, and CC. PL style may buffer the negative effects of discriminatory acts performed by supervisors on subordinates' interpersonal justice and AC. As expected, CC levels of subordinates who worked with supervisors with low scores on PL increased as the level of supervisory discrimination increased. Taken together, I propose that under high discrimination condition, PL style increases AC and decrease CC. However, CC levels of subordinates who worked with highly paternalistic leaders decreased as the level of supervisory discrimination increased. Cognitive dissonance theory may explain this result as well. That is, even under high supervisory discrimination condition, employees who have highly paternalistic supervisors may think they want to stay in the organization since they love their supervisor and organization, not due to lack of opportunities.

On the other hand, PL did not moderate the relationships of supervisory discrimination with procedural justice, informational justice, NC, job satisfaction, and psychological well-being. NC and procedural justice may be related more strongly to organizational features and procedures than other variables such as interpersonal justice and AC. Therefore, they may be less likely to be affected by specific leadership characteristics and behaviors including discriminatory acts.

T-O leadership style moderated the relationships of supervisory discrimination with interpersonal and informational justice, but in the unexpected direction. It is plausible to suggest that T-O leaders may prefer a distant communication style which does not allow reckless or unconventional conversations. Therefore, they may be perceived as acting in courtesy even when they perform discriminatory acts. Moreover, T-O leaders emphasize goal accomplishment and task performance. They are likely to give timely and appropriate level of information to their subordinates. Therefore, under both low and high supervisory discrimination conditions, T-O managers may be rated higher regarding informational justice than managers who scored low on the T-O leadership style. On the other hand, T-O did not moderate the relationships of supervisory discrimination with AC, CC, NC, procedural justice, job satisfaction, and psychological well-being.

LGP moderated only the relationship between supervisory discrimination and informational justice. That is, when the manager's perceived LGP is high, the negative relationship between supervisory discrimination and employees' perceptions of informational justice was weaker than when the manager's LGP is low. Since managers who are perceived to have high LGP are considered as more effective and reliable by their followers or employees, the information provided by these managers may likewise be perceived as more reliable and acceptable. On the other hand, age of subordinates moderated only the relationship between supervisory discrimination and AC. More specifically, older subordinates reported higher levels of AC under high supervisory discrimination condition than younger subordinates. The possible explanation for this finding may be that, older subordinates have more tendency to show AC to the organization and have more access to positive work experiences than younger subordinates (Allen & Mayer 1993: 49). Therefore, since older subordinates have more positive attitudes and commitment to the organization, they may be more likely to tolerate discriminatory acts from the manager. Unexpectedly, gender did not have a moderating effect on the relationships between supervisory discrimination and the outcome variables. The possible explanation for this finding may be related to the supervisory discrimination scale used in the present study. That is, supervisory discrimination scale included discrimination behaviors that can be applied to everyone in different domains, and the items did not tap into gender discrimination behaviors.

#### **4.2 PRACTICAL IMPLICATIONS OF THE FINDINGS**

The findings of this study seem to have number of practical implications for organizations concerned about minimizing exposure to supervisory discrimination and maximizing employees' organizational commitment, organizational justice, psychological well-being, and job satisfaction. First, it is shown that supervisory discrimination was negatively related to employees' organizational justice perception. In light of this finding, I suggest that non-discriminatory attitudes of supervisors significantly contribute to a fair environment in the organization and higher levels of perceived justice among employees. For instance, providing all subordinates with an opportunity to participate in decision-making processes may increase the employees' perception of procedural justice. Likewise, managers should reassure their employees that all group members are given equal levels of information within the company, regardless of in-group and out-group discrimination. In addition, the findings showed

that PL moderated the relationship between supervisory discrimination and subordinates' perception of interpersonal and informational justice, therefore, supportive paternalistic attitudes of managers such as creating a family atmosphere at the workplace and forming individualized relationships with subordinates should be encouraged by the organizational leaders.

Second, supervisory discrimination was negatively associated with organizational commitment. In light of this finding, supervisors are encouraged to ensure that all investments (i.e., training programs, educational scholarships, and other unrequited payments) in the organization are distributed fairly. Of course, applying the same investment to every employee will put the company in trouble. Therefore, it would be recommended to classify the investments to be made according to the employees' work efficiency and performance. In this way, employees know that they have certain investments in return for the hours they work and the effort they show, without any favouritism. In addition, the findings revealed that PL moderated the relationship between supervisory discrimination and subordinates' AC. Thereby reemphasizing the benefits of creating a supportive environment in the workplace, I propose a training program for managers that highlights the benefits of following a supportive and fair policy by forming individualized relationships in the company.

Third, negative associations were found between supervisory discrimination and employees' job satisfaction and psychological well-being. As known, individuals who experienced discrimination tend to feel insecure; their sense of autonomy decreases, and they enjoy life less (Williams et al. 2003: 200). In the light of these findings, supervisors and organizations should definitely avoid special treatment for any employee and encourage managers to behave with respect and dignity.

#### **4.3 LIMITATIONS AND THE CONCLUSION**

No study is without limitations and despite its theoretical and practical contributions; this study contains several limitations, too. First, the data were collected from Turkish employees which may decrease the generalizability of the results. Indeed, even in different parts of Turkey, cultural norms and attitudes concerning supervisor-subordinate interrelationships are likely to diverge. Future studies are encouraged to replicate the findings and improve the theoretical model by collecting data in various cultural contexts. Second, the measures were self-reported by the

respondents, and it is known that self-report measures may be skewed by a tendency to report socially desired acts and it might have affected the results obtained.

In addition, subordinates rated the leadership style of the supervisors. Future studies are encouraged to collect data regarding the leadership styles of the supervisors from multiple sources including supervisors themselves, peers of supervisors, and subordinates.

In summary, the present study investigated the relationship of supervisory discrimination with employees' organizational commitment (i.e., AC, NC, CC), organizational justice (i.e., procedural, interpersonal, and informational justice), psychological well-being, and job satisfaction. In addition, moderating effects of two different leadership styles (i.e., PL and T-O leadership) and LGP in the above mentioned relationships were investigated. Finally, moderating effects of employees' age and gender on the relationships between supervisory discrimination and the outcome variables were examined. Future studies are encouraged to investigate other moderating variables (e.g., perceived organizational support, organizational culture) involved in the relationships of supervisory discrimination and various organizational outcomes.

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## APPENDIX B. THE STUDY SURVEY

Ön Çalışma Bilgi Formu

Sayın Katılımcı;

• Bu anket Çankaya Üniversitesi Psikoloji Bölümü öğretim üyesi Doç. Dr. Aslı GÖNCÜ-KÖSE ve Çankaya Üniversitesi Sosyal Bilimler Enstitüsü Psikoloji Anabilim Dalı Sosyal ve Örgütsel Psikoloji Yüksek Lisans öğrencisi Tülüce TOKAT tarafından yürütülen araştırma kapsamındadır. Söz konusu araştırmanın amacı, bireysel tutumların iş yerindeki deneyimler ile ilişkilerini incelemektir.

• **Çalışmamıza en az 6 aydır aynı yönetici ile çalışan kişiler katılabilmektedir. Anketi dikkatli bir şekilde tamamladığı belirlenen her katılımcıya 50'şer TL değerinde Migros hediye çeki gönderilecektir. Hediye çekinizi alabilmek için anketin sonunda yer alan ilgili bölüme size ulaşabileceğimiz bir e-posta adresi yazmanız yeterlidir. Vereceğiniz e-posta adresi ile cevaplarınız kesinlikle eşleştirilmeyecektir.**

• **Lütfen her soruyu dikkatle okuyunuz ve hiçbir soruyu yanıtız bırakmayınız.**

• **Verdiğiniz bilgiler gizli tutulacak ve sadece araştırmacılar tarafından değerlendirilecektir; elde edilecek bilgiler yalnızca bilimsel yayınlarda kullanılacak, kesinlikle hiçbir kişi veya kurumla paylaşılmayacaktır.**

• Çalışmanın objektif olması ve elde edilecek sonuçların güvenilirliği bakımından anket sorularında duygu ve düşüncelerinizi yansıtmak şekilde içtenlikle yanıtlamanız önemlidir.

• Çalışmaya katılım tamamıyla gönüllülük esasına dayanmaktadır. Katılım sırasında herhangi bir nedenden ötürü kendinizi rahatsız hissederseniz çalışmayı istediğiniz anda bırakabilirsiniz. **Verdiğiniz bilgiler gizli tutulacak ve sadece araştırmacılar tarafından değerlendirilecektir; elde edilecek bilgiler yalnızca bilimsel yayınlarda kullanılacak, kesinlikle hiçbir kişi veya kurumla paylaşılmayacaktır.**

• Çalışma hakkında daha fazla bilgi almak için Çankaya Üniversitesi Psikoloji Bölümü öğretim üyesi Doç. Dr. Aslı GÖNCÜ-KÖSE (agoncu@cankaya.edu.tr) veya Çankaya Üniversitesi Sosyal Bilimler Enstitüsü Psikoloji Anabilim Dalı Sosyal ve Örgütsel Psikoloji Yüksek Lisans programı öğrencisi Tülüce TOKAT (tulucetokatt@gmail.com) ile iletişim kurabilirsiniz.

• Anketin cevaplanmasında süre sınırlaması yoktur; ancak anketin doldurulması, yaklaşık XX dakika sürmektedir.

• Çalışmamıza katılımınız ve yaptığınız katkı bizim için çok değerlidir. Bu anketi doldurmak için zaman ayırdığınız için teşekkür ederiz.

**Doç. Dr. Ash GÖNCÜ-KÖSE, Çankaya Üniversitesi, Psikoloji Bölümü**

**E-posta: agoncu@cankaya.edu.tr**

**Psk. Tülüce TOKAT, Çankaya Üniversitesi, Psikoloji Bölümü (Sosyal ve Örgütsel Psikoloji Yüksek Lisans Programı Öğrencisi)**

**E-posta: tulucetokatt@gmail.com**

Çalışmaya katılmayı kabul ediyorum

Evet

Hayır (**Çalışmamıza gösterdiğiniz ilgi için çok teşekkür ederiz**)

Şu anda çalıştığım kurumda en az 6 aydır aynı yönetici ile çalışıyorum

Evet

Hayır (**Çalışmamıza gösterdiğiniz ilgi için çok teşekkür ederiz**)

Çalıştığınız kurumdaki çalışma biçiminiz hangisidir?

Beyaz Yaka (Bedensel yerine zihinsel gücü ile maaş kazanan kişi)

Mavi Yaka (Daha çok bedensel gücü ile maaş kazanan kişi)

## BÖLÜM 1. YÖNETİCİNİN AYRIMCILIK DAVRANIŞLARI ÖLÇEĞİ

<p>Aşağıda, bazı yönetici davranışları yer almaktadır. Lütfen her bir maddede ifade edilen davranışın <b>doğrudan bağlı bulunduğunuz yöneticiniz/amiriniz</b> için ne kadar geçerli olduğunu belirtiniz.</p> <p>Değerlendirmelerinizi aşağıda sunulan 5 basamaklı ölçeği kullanarak yapınız.</p> <p>1= Kesinlikle katılmıyorum; 2= Katılmıyorum; 3= Biraz katılıyorum; 4= Katılıyorum; 5= Tamamen katılıyorum</p>	
1. Çalışanlara din ya da mezhepleri temelinde farklı muamelede bulunur.	
2. Hemşehricilik yapar.	
3. Siyasi görüş temelinde ayrımcılık yapar.	
4. Çalışanlara cinsel yönelimleri sebebiyle ayrımcılık yapabilir.	
5. İş iyi yapanı değil, arkası sağlam olanı kayırır.	
Dikkatinizin dağılmadığını göstermek için lütfen bu maddede 5'i işaretleyiniz. (Kontrol maddesi).	
6. Fiziksel olarak daha çekici çalışanlara ayrıcalıklı davranır.	
7. Çalışanları akrabalık ve yakınlık ilişkileri temelinde kayırır.	
Dikkatinizin dağılmadığını göstermek için lütfen bu maddede 2'yi işaretleyiniz.	
8. İleri yaştaki çalışanlara, sırf yaşlarından dolayı olumsuz bir şekilde ayrımcılık yapar.	
9. Çalışanlara oruç tutma, Cuma namazına gitme gibi dini ibadetleri yapıp yapmamalarına bağlı olarak farklı muamele gösterir.	
10. İş yapabilecek olsa bile engelli bireylerin çalıştırılmasını tercih etmez.	
11. Arkası sağlam olan çalışanlardan çekinir.	
12. LGBTİ (homoseksüel, transeksüel, lezbiyen vb.) bireylerle çalışmayı tercih etmez.	
13. Çalışanlara medeni durumları sebebiyle iş yükü veya iş saatlerinin ayarlanmasında ayrımcılık yapar.	
14. Engelli çalışanları olumsuz bir şekilde ayrımcılığa maruz bırakabilir.	
15. Çalışanları akrabalık ve yakınlık ilişkileri temelinde kayırır.	
16. Çalışanları ait oldukları gruba (örn., mezun olunan okul gibi) göre kayırır.	
17. Çalışanlara belli bir dini inanç ve görüşe uygun davranmaları için sosyal baskı yapar.	

## BÖLÜM 2. BABACAN LİDERLİK ÖLÇEĞİ

Aşağıda, bazı yönetici davranışları yer almaktadır. Lütfen her bir maddede ifade edilen davranışın **doğrudan bağlı bulunduğunuz yöneticiniz/amiriniz** için ne kadar geçerli olduğunu belirtiniz.

Değerlendirmelerinizi aşağıda sunulan 5 basamaklı ölçeği kullanarak yapınız.

1= Kesinlikle katılmıyorum; 2= Katılmıyorum; 3= Biraz katılıyorum; 4= Katılıyorum; 5= Tamamen katılıyorum

### DOĞRUDAN BAĞLI BULUNDUĞUM YÖNETİCİ...

1.	Çalışanlarına karşı bir aile büyüğü (baba/anne veya ağabey/abla) gibi davranır.	
2.	Çalışanlarını yakından (örn., kişisel sorunlar, aile yaşantısı vs.) tanımaya önem verir.	
3.	Çalışanlarına karşı tatlı-serttir.	
4.	Çalışanlardan birinin özel hayatında yaşadığı problemlerde (örn; eşler arası problemlerde) arabuluculuk yapmaya hazırdır.	
5.	Çalışanlarıyla ilgili kararlar alırken (örn., terfi, işten çıkartma), performans en önemli kriter değildir.	
6.	Çalışanlarını dışarıdan gelen eleştirilere karşı korur.	
7.	Çalışanlarıyla ilişkilerinde duygusal tepkiler gösterir; sevinç, üzüntü, kızgınlık gibi duygularını dışa vurur.	
8.	İşle ilgili her konunun kontrolü altında ve bilgisi dâhilinde olmasını ister.	
9.	İhtiyaçları olduğu zaman, çalışanlarına iş dışı konularda (örn., ev kurma, çocuk okutma, sağlık vs.) yardım etmeye hazırdır.	
10.	Çalışanlarına gösterdiği ilgi ve alakaya karşılık, onlardan bağlılık ve sadakat bekler.	
11.	Çalışanlarına bir aile büyüğü gibi öğüt verir.	
12.	Çalışanlarıyla bire bir ilişki kurmak onun için çok önemlidir.	
13.	Gerektiğinde, çalışanları adına, onaylarını almaksızın bir şeyler yapmaktan çekinmez.	
14.	Çalışanlarının özel günlerine (örn., nikah, cenaze, mezuniyet vs.) katılır.	
15.	Çalışanlarında sadakate, performansa verdiğiinden daha fazla önem verir.	
16.	İş yerinde aile ortamı yaratmaya önem verir.	
17.	Çalışanlarının gelişimini yakından takip eder.	
18.	Çalışanlarıyla yakın ilişki kurmasına rağmen aradaki mesafeyi de korur.	
19.	Bir ebeveynin çocuğundan sorumlu olması gibi, her çalışanından kendini sorumlu hisseder.	
20.	Çalışanları için neyin en iyi olduğunu bildiğine inanır.	
21.	İşle ilgili konularda çalışanlarının fikrini sorar, ama son kararı kendisi verir.	

### BÖLÜM 3. İŞ-ODAKLI LİDERLİK ÖLÇEĞİ

Aşağıda, bazı yönetici davranışları yer almaktadır. Lütfen her bir maddede ifade edilen davranışın **doğrudan bağlı bulunduğunuz yöneticiniz/amiriniz** için ne kadar geçerli olduğunu belirtiniz.

Değerlendirmelerinizi aşağıda sunulan 5 basamaklı ölçeği kullanarak yapınız.

1= Kesinlikle katılmıyorum; 2= Katılmıyorum; 3= Biraz katılıyorum; 4= Katılıyorum; 5= Tamamen katılıyorum

#### DOĞRUDAN BAĞLI BULUNDUĞUM YÖNETİCİ...

1. Az çalışan elemanlarını daha çok çalışmalarını için teşvik eder.	
2. Bütün bir birimin/kuruluşun esenliğini elemanlarının tek tek refahından daha üstün tutar.	
3. Elemanlarının neyi nasıl yapmaları gerektiği konusunda ayrıntılı kararlar verir.	
4. Elemanlarının aldıkları kararlardan kendisini haberdar etmelerini ister.	
5. Kötü yapılan işleri eleştirir.	
6. İşte kendi fikirlerini dener	
7. Kurallarından taviz vermez bir şekilde yönetir.	
8. Bütün bir birimin iyiliği için elemanlarından fedakarlıkta bulunmalarını ister.	
9. Elemanlarını daha fazla çaba harcamaları konusunda “dürtükler”.	
10. Verilen işlerin zamanında bitirilmesi gerektiğini özellikle belirtir.	
11. Elemanlarının her birine ayrı görevler verir.	
Dikkatinizin dağılmadığını göstermek için lütfen bu maddede 1’i işaretleyiniz.	
12. Elemanlarıyla yalnızca daha önceden tayin edilmiş zamanlarda toplantılar yapar.	
13. Rakip gruplardan daha önde olmaları konusunda elemanlarına baskı yapar.	
14. Elemanlarından var olan standartlara harfi harfine uymalarını ister.	
15. Elemanlarını normal süreden (mesai dışında) daha fazla çalışmalarını konusunda teşvik eder.	
16. Elemanlarının mümkün olduğunca çok çalışmalarını sağlar.	
17. Ne kadar iş yapılması gerektiği konusunda elemanlarına talimatlar verir.	
18. Elemanlarının bir işi en iyi bildikleri biçimde yapmalarına izin verir.	
19. Sorunlara yeni yaklaşımlar getirir.	
20. Elemanlarının yeni fikirler üretmeleri için sabırla bekler.	

## BÖLÜM 4. LİDER-GRUP BENZERLİĞİ ÖLÇEĞİ

Aşağıda, bazı yönetici davranışları yer almaktadır. Lütfen her bir maddede ifade edilen davranışın **doğrudan bağlı bulunduğunuz yöneticiniz/amiriniz** için ne kadar geçerli olduğunu belirtiniz.

Değerlendirmelerinizi aşağıda sunulan 5 basamaklı ölçeği kullanarak yapınız.

1= Kesinlikle katılmıyorum; 2= Katılmıyorum; 3= Biraz katılıyorum; 4= Katılıyorum; 5= Tamamen katılıyorum

1. Amirim içinde bulunduğum grubun tipik bir temsilcisidir.	
2. Amirim, sahip olduğu özellikler bakımından iş grubumun üyelerini temsil etmektedir.	
3. Sahip olduğu değer yargıları açısından amirim bize (bana ve iş grubumun diğer üyelerine) çok benzer.	
4. Genel olarak, amirimin düşünce yapısı bizimkinden (ben ve iş grubumun diğer üyelerinden) çok farklı değildir.	
5. Genel olarak amirim bende, bizden (ben ve iş grubumun diğer üyelerinden) biri olduğu izlenimini uyandırır.	
6. Amirimin ekip/iş grubu olarak sahip olduğumuz kimliği çok iyi yansıttığını düşünürüm.	
7. Amirim iş grubumuzun değerlerini temsil etmek konusunda son derece başarılıdır.	
8. Genel olarak amirimin yönetim tarzı bizim ekibin ruhuna uygundur.	
9. Amirimin çoğu davranışı tarafımızdan (ben ve iş grubumun üyeleri tarafından) onaylanmaz.	
10. Amirimle iş grubu olarak ortak bir düşünce şeklimiz vardır.	
11. Amirimin iş ile ilgili olaylara yaklaşım şekli bizimkine (ben ve iş grubumun üyelerine) benzer.	

## BÖLÜM 5. ÖRGÜTSEL BAĞLILIK ÖLÇEĞİ

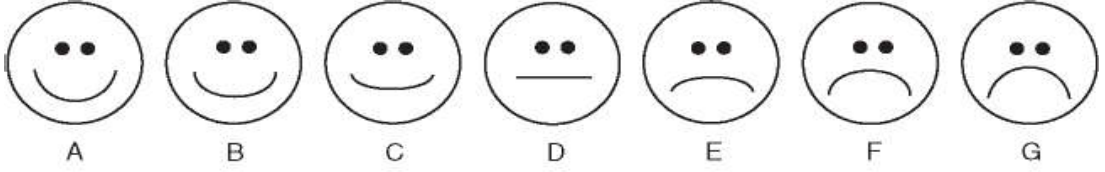
<p>Lütfen, aşağıda verilen ifadeleri okurken şu anda çalışmakta olduğunuz kurumu düşüünüz ve kendinize en uygun seçeneği verilen ölçeği kullanarak belirtiniz.</p> <p>1= Kesinlikle katılmıyorum; 2= Katılmıyorum; 3= Biraz katılıyorum; 4= Katılıyorum; 5= Tamamen katılıyorum</p>	
1. Buradaki işimi kendi özel işim gibi hissediyorum.	
2. Başka bir kurumun çalıştığım kurumdan daha iyi olacağını garantisiz, burayı hiç olmazsa biliyorum.	
3. Benim için avantajlı olsa da çalıştığım kurumdan şu anda ayrılmam doğru olmaz.	
4. Çalıştığım kuruma kendimi duygusal olarak bağlı hissetmiyorum.	
5. Çalıştığım kurum için bu kadar çok fedakârlık yapmamış olsaydım, başka bir yerde çalışmayı düşünebilirdim.	
Dikkatinizin dağılmadığını göstermek için lütfen bu maddede 1'i işaretleyiniz.	
6. Buradaki insanlara karşı yükümlülük hissettiğim için kurumumdan şu an ayrılmazdım.	
7. Çalıştığım kurumuma karşı güçlü bir aidiyet hissetmiyorum.	
8. Çalıştığım kurumdan ayrılıp başka bir yerde sıfırdan başlamak istemezdim.	
9. Çalıştığım kurum maddi olarak zor durumda olsa bile, sonuna kadar kalırdım.	
10. Çalıştığım kurumun amaçlarını benimsiyorum.	
11. Zaman geçtikçe çalıştığım kurumdan ayrılmamın gittikçe zorlaştığını hissediyorum.	
12. Çalıştığım kurum sayesinde ekme parası kazanıyorum, karşılığında sadakat göstermeliyim.	
13. Çalıştığım kurumun benim için çok özel bir anlamı var.	
14. Çalıştığım kurumdan ayrılırsam hayatım büyük ölçüde alt üst olur.	
15. Çalıştığım kuruma çok şey borçluyum.	
16. Çalıştığım kurumun bir çalışanı olmanın gurur verici olduğunu düşünüyorum.	
17. İsteseydim bile şu anda çalıştığım kurumdan ayrılmak benim için çok zor olurdu.	
18. Çalıştığım kuruma sadakat göstermenin görevim olduğunu düşünüyorum.	
19. Çalıştığım kurumun sorunlarını kendi sorunlarım gibi görüyorum.	
20. Yeni bir kuruma alışmak benim için zor olurdu.	
21. Çalıştığım kurumda kalmak için hiçbir yükümlülük hissetmiyorum.	
22. Kendimi kurumumda ailenin bir parçası gibi hissediyorum.	
23. Çalıştığım kurumdan ayrılarak burada kurduğum kişisel ilişkileri bozmam doğru olmaz.	
24. Çalıştığım kurumdan ayrılıp birlikte çalıştığım insanları yarı yolda bırakmak istemem.	
25. Çalıştığım kurumdan şimdi ayrılırsam kendimi suçlu hissederim.	

## BÖLÜM 6. KURUMSAL ADALET ÖLÇEĞİ

Aşağıda verilen ifadeleri dikkatlice okuyarak, kendinize en uygun seçeneği verilen 5 basamaklı ölçeği kullanarak belirtiniz. 1 = Çok az ölçüde; 2 = Az ölçüde; 3 = Kısmen; 4 = Büyük ölçüde; 5 = Çok büyük ölçüde	
<b>Lütfen kurumunuzda amaçlara/hedeflere ulaşmak ve genel kuralları belirlemek için uygulanan süreçleri düşününüz:</b>	
1. Fikirlerinizi ve duygularınızı bu süreçler esnasında ne ölçüde ifade edebiliyorsunuz?	
2. Bu süreçler esnasında elde edilen kazanımlar üzerinde ne ölçüde etkiniz vardır?	
3. Bu süreçlerin ne ölçüde tutarlı bir şekilde uygulandığını düşünüyorsunuz?	
4. Bu süreçler ne ölçüde önyargılardan uzak uygulanıyor?	
5. Bu süreçler ne ölçüde doğru ve tutarlı bilgilere dayandırılır?	
6. Süreçler sonucu ulaşılan kazanımların düzeltilmesini ne ölçüde talep edebilirsiniz?	
7. Bu süreçler etik ve ahlaki standartlara ne derece uygundur?	
<b>Lütfen kurumunuzdaki iş süreçlerini ve uygulamaları düşününüz.</b>	
8. Doğrudan bağlı bulunduğunuz yöneticiniz bu süreçlerde size ne kadar nazik davranır?)	
9. Doğrudan bağlı bulunduğunuz yöneticiniz bu süreçlerde size ne kadar değer verir?	
10. Doğrudan bağlı bulunduğunuz yöneticiniz bu süreçlerde size ne kadar saygı gösterir?	
11. Doğrudan bağlı bulunduğunuz yöneticiniz bu süreçlerde size ne derecede haksız yorum ve eleştiriler yöneltir?	
<b>Lütfen, aşağıdaki soruları yanıtlarken doğrudan bağlı bulunduğunuz yöneticiyi düşünerek cevap veriniz.</b>	
12. Doğrudan bağlı bulunduğunuz yöneticiniz, sizinle olan diyaloglarında ne derece samimidir?	
13. Doğrudan bağlı bulunduğunuz yöneticiniz, süreçleri sizinle ne ölçüde paylaşır?	
14. Doğrudan bağlı bulunduğunuz yöneticinizin süreçlere yönelik açıklamaları ne derece mantıklıdır?	
15. Doğrudan bağlı bulunduğunuz yöneticiniz, ayrıntıları zamanında aktarma konusunda ne derece özenlidir?	
16. Doğrudan bağlı bulunduğunuz yöneticiniz bilgi aktarırken, herkesin anlayabileceği dilden konuşmaya ne derecede özen gösterir?	

## BÖLÜM 7. İŞ DOYUMU ÖLÇEĞİ

Lütfen, genel olarak işinizden ne derecede memnun olduğunuzu en iyi temsil eden yüz ifadesinin altındaki ya da üstündeki rakamı, verilen ölçekte işaretleyiniz.



## BÖLÜM 8. PSİKOLOJİK İYİLİK HALİ ÖLÇEĞİ

Lütfen, aşağıda verilen ifadeleri dikkatlice okuyarak, kendinize en uygun seçeneği işaretleyiniz. 1= Kesinlikle katılmıyorum; 2= Katılmıyorum; 3= Biraz katılıyorum; 4= Katılıyorum; 5= Tamamen katılıyorum	
1. Amacı olan, anlamlı bir yaşam sürmekteyim.	
2. Sosyal ilişkilerim destekleyici ve ödüllendiricidir.	
3. Günlük aktivitelere ilgi duyar, kendimi adanırım.	
4. Başkalarının mutluluk ve iyilik hallerine aktif olarak katkıda bulunurum	
5. Benim için önemli olan faaliyetlerde yetkin ve yeterliyimdir.	
6. İyi bir insanım ve iyi bir hayat yaşamaktayım.	
7. Geleceğim hakkında iyimserim.	
8. İnsanlar bana saygı duyar.	

## BÖLÜM 9: (DEMOGRAFİK BİLGİ FORMU)

Son olarak, lütfen aşağıdaki soruları cevaplayınız.

- Yaşınız: \_\_\_\_
- Cinsiyetiniz:
  - Kadın
  - Erkek
  - Belirtmek İstemiyorum
- Medeni durumunuz:
  - \_\_\_ Evli
  - \_\_\_ Bekar
  - \_\_\_ Diğer (lütfen açıklayınız)
  - \_\_\_ Belirtmek istemiyorum

4. En son aldığınız eğitim derecesi:

- İlkokul  
 Ortaokul  
 Lise  
 İki yıllık yüksekokul  
 Üniversite (dört yıllık)  
 Yüksek lisans  
 Doktora

5. Çalıştığınız sektör:

- Kamu  
 Özel  
 Sivil Toplum Kuruluşu (STK)  
 Diğer (lütfen açıklayınız)

6. Kurumunuzun faaliyet gösterdiği iş kolu:

- Finans  Teknoloji  
 Hızlı Tüketim Malları  İnşaat ve Malzeme  
 Sağlık ve İlaç  Medya  
 Otomotiv  Tekstil  
 Metal  Eğitim  
 Dayanıklı Tüketim Malları  
 Diğer (Lütfen belirtiniz).....

7. Ne zamandır mevcut iş yerinizde çalışıyorsunuz? (Lütfen yıl ve ay olarak belirtiniz.

Örneğin, 3 yıl 0 ay veya 2 yıl 7 ay gibi)

- Yıl  
 Ay

8. Ne zamandır doğrudan bağlı bulunduğunuz yönetici ile birlikte çalışıyorsunuz?

(Lütfen yıl ve ay olarak belirtiniz. Örneğin, 3 yıl 0 ay veya 2 yıl 7 ay gibi)

- Yıl  
 Ay

9. Aşağıda sunulan seçeneklerden, şu an çalışmakta olduğunuz kurumdaki kadın-erkek oranını en iyi şekilde tanımlayanı belirtiniz (sizin kurumdaki cinsiyet dağılımını nasıl algıladığınıza göre):

\_\_\_\_\_ neredeyse herkes erkek

\_\_\_\_\_ erkeklerin oranı kadınlardan daha fazla

\_\_\_\_\_ erkek ve kadın oranı yaklaşık olarak eşit

\_\_\_\_\_ kadınların oranı erkeklerden daha fazla

\_\_\_\_\_ neredeyse herkes kadın

10. Doğrudan bağlı bulunduğunuz yöneticinizin cinsiyeti nedir?

\_\_\_\_\_ Kadın

\_\_\_\_\_ Erkek

11. Doğrudan bağlı bulunduğunuz yöneticinizin yaşı nedir? \_\_\_\_\_

**ARAŞTIRMAMIZA SAĞLADIĞINIZ KATKI İÇİN ÇOK TEŞEKKÜR  
EDERİZ :)**