Examination of the Effects of Authoritarian Leadership on Employees in Production Sector

Otoriter Liderliğin Üretim Sektöründe Bulunan Çalışanlar Üzerindeki Etkisinin İncelenmesi

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Abstract: Rapid changes and competitive environment of today's business world cause accelerated implementation of management approaches focused on the employee performances, which affect the attitudes and behaviours of the employees within the organizational structure. The researchers theoretically define the link between personality and work performance and argue that expressions of basic tendencies (i.e. personality traits) represent particular characteristics which directly affect the performance. One of the most important reasons why companies fall back from their competitors in the sector and/or market is the fact that the procedures they determine about process management are not performed correctly by employees or there are problems arising from human resources management. It appears that when the leaders cannot empathize with others, they tend to create an emotionally independent and interpersonal pragmatic style. Therefore, in this study, the relationship between the variables of authoritarian leadership and employees' tendency to violate rules and work participation has been examined and the effect of strategic human resource management (SHRM) on these variables as an mediation variable has been discussed. The survey of this study was conducted on the 350 white-collar employees of 5 high-performance companies in the production sector in Turkey. The data obtained from the questionnaires were analysed with SPSS 25 statistical software. Firstly, the factor analysis was conducted to check whether the scales represented the variables and then the reliability analysis was performed. Correlation analysis was used to analyze the effects of the relationships between variables and regression analysis was used to test hypotheses. As a result, it was determined that the authoritarian leadership had an effect on the rule violation tendencies of the employees and decreased the

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level of work participation. It has also been revealed that the mediation variable effect of strategic human resource management increase the level of work participation and decrease the level of rule violation.

Structured Abstract: Organizations need to make some analysis in the sector they are in. These analyzes; In addition to the organization's financial analysis of its size, technology, and future, analysis is also required to select the investments it will make in the right fields. However, it is important that employees adopt the goals and objectives of the organization. Otherwise, it is impossible for the organization to be successful. If the top management of organizations make decisions without considering the thoughts of the employees, it is possible that there will be difficulties in achieving the desired goals for the organization. Organizations senior management staff; employees' internal dynamics, expectations, attitudes, and behaviors should be evaluated in order to provide a better working environment for the organization. In researches, authoritarian leadership; "Defending absolute authority and control over their subordinates, demanding indisputable obedience" are defined as behaviors (Cheng, Chou, Wu, Huang, & Farh, 2004). Authoritarian leaders want to have control by setting rules, threatening to punish disobedience and promising rewards (Aryee et al., 2007). This leadership style causes employees to change their attitudes and behaviors towards the organization. When employees receive support or management authority from their leaders, they respond with a positive business attitude and performance. On the contrary, when employees are exposed to threats or intimidation from authoritarian leaders (Kiazad et al., 2010), they tend to respond with negative reactions. Similarly, research suggests that authoritarian leaders prefer to control the interpersonal interactions that they will use effectively (Bedell et al., 2006). When the findings obtained in the research are analyzed, we can explain that authoritarian leadership negatively affects strategic human resources, at the same time, increases the level of employees breaking the rules and weakens the participation of employees. Organizations are trying to choose the most talented ones to add value to the organization from a large number of job candidates with different skills and abilities. With the selection of talented candidates who will add value to the organization, it is aimed to reach the specified goals. Focusing on specific human resources practices such as recruitment, training, development, performance evaluation and rewarding, human resources management helps organizations achieve strategic goals. Strategic human resource management focuses on human resource practices that affect the organization's performance-related outcomes (Wright & Boswell, 2002). The basic idea is that it is appropriate to examine the entire human resources system rather than individual human resources practices, since synergy may occur between human resources practices (Delery, 1998; Macduffie, 1995). Organizations with Strategic Human Resources Management (SHRM) practices; With recruitment and selection programs, there is a responsibility to attract talented employees and to perform the hiring process. Human resources should be flawless, that is, the unique/flawless human resources are related to the unique skills and competencies of individuals. Technologies, business processes, production processes, products, services, markets, procurement opportunities, strategies, and many different business-related resources can be imitated in some way. However, although it is not possible to imitate human resources, this provides a sustainable competitive advantage for organizations (Barney, 1991; Wright & McMahan, 1992). As a result of the research, when the effects of strategic human resources are analyzed, it can be explained that the participation of the employees is strengthened. For organizations to work effectively, relationships between leaders and employees need to be examined. When the related researches are examined in the literature, we see that the leadership style perceived by the employees is an important factor influencing their demands on participation in the job and whether the rules in the organization are implemented. As a result of these effects, the organizations are not able to obtain the efficiency it desires from the highly competent personnel, cannot make the necessary changes, even if it does, it cannot fulfill its purpose, and this process may even result in the employee leaving the job unwanted (Carter-Sowell et al., 2008). Therefore; The study examines the effects of authoritarian leadership and strategic human resource management on job participation and rule-breaking. The research was carried out with a survey study involving 350 employees. While the first part of the questionnaire contains individual information about the employees, the second part of the questionnaire contains questions representing the variables examined within the scope of the research. One of the most important results in the findings revealed in the research is that the procedures implemented by the strategic human resources management increase job satisfaction, and the fact that it does not have an impact on reducing the rule chewing is the finding that should be discussed. In this case, although employees have job satisfaction, it can be thought that their tendency to break the rules can be explained by not accepting the wrong practices in their institutions and applying them correctly and their willingness to prevent them from being harmed by these wrong practices. Of course, more detailed studies are needed in this regard. The

importance of the roles leaders have in working life can also be seen in the research results. As a result of the oppressive management of the leader, who has an authoritarian role, on the employees, there is an increase in the employees' rule-breaking behaviors. In other words, employees go out of the rules and show their responses to behavioral sense. If the strategic human resources management carries out activities that contribute to the development of the employees, an increase in the participation of the employees is observed. However, if authoritarian leadership is dominant, employees' desire to leave the institution arises. This situation may negatively affect the performance of the institution. Because in the institutions where the employee turnover intention circulation is intense, it is also difficult to reach the determined goals and objectives since there is no employee continuity. In order to be successful in a competitive environment, or even if there is an intensely competitive environment, even if there are institutions where consumers can choose, emphasis should be placed on employee-oriented management. Customer satisfaction should not be expected in institutions with continuous circulation. The loss of customers or the decrease in the number of customers will naturally affect the performance of the institution negatively. In the studies to be conducted on leadership and employees, qualitative studies should be included in addition to quantitative research. Especially in terms of contributing to the literature, it is beneficial to make qualitative studies in addition to quantitative studies in the development of theories. The contribution to the literature will be very useful if the differences between management and employees are evaluated. The important thing is to bring the problems experienced by the employees in different sectors and different countries to the literature through researches and to discover new theories and new leadership styles. The fact that more detailed behavioral research and conduct should be conducted on the procedures applied to employees is supported by the findings obtained.

Keywords: Authoritarian Leadership, Strategic Human Resource Management, Rule Violation, Work Participation, Production Sector.

Öz: Yönetim anlayışında meydana gelen yeni değişim ve gelişimler, rekabet ortamında kurumların çalışan odaklı örgüt yapılarına dönüşümlerinde en önemli faktörlerden biri olarak karşımıza çıkmaktadır. Çalışan odaklı yönetim anlayışı sayesinde, çalışanların performanslarında olumlu yönde gelişmeler olabilmektedir. Araştırmacılar, Kişilik ve iş performansı arasındaki bağlantıyı teorik olarak tanımlarken, temel eğilimlerdeki (ör. Kişilik özelliklerinin) ifadeleri karakteristik uyarlamalar olarak gördüklerini ve bu adaptasyonların performansı doğrudan etkilediğini savunmaktadırlar. Kurumların bulundukları sektörde ve/veya pazarda rakiplerden geriye düşmelerinin en önemli sebeplerden biri, süreç yönetimiyle ilgili belirledikleri prosedürlerin işgörenler tarafından doğru olarak yapılmadığı ya da insan kaynakları yönetiminden kaynaklı problemlerin olduğu gerçeği bulunmaktadır. Sürdürülebilirlik açısından, rakiplerin karşısında başarılı olmak için kurumların insan kaynakları yönetmi anlayışına önem vermesi gerekmektedir. Özellikle işini bilen çalışanlarla, yaptığı işi tam olarak yerine getiremeyen çalışanların rekabet yarışında kurumları dezavantajlı bir konuma getirmektedirler. Burada devreye lider-çalışan arasındaki iletişimin derecesi girmektedir. Liderler, başkaları ile empati kuramadıklarında, duygusal açıdan birbirlerinden bağımsız ve kişilerarası pragmatik bir stil oluşturmaya eğilimli oldukları ortaya çıkmaktadır. Bu nedenle, Çalışmada, Otoriter liderliğin, iş görenlerin kural çiğneme ve işe katılım değişkenleriyle ilişkisi ve stratejik insan kaynakları yönetiminin (SİKY) bu değişkenlere ara değişken etkisi açısından önemine değinilmektedir. Araştırma modeli kapsamında incelenen değişkenlerin analiz edilmesi amacıyla üretim sektöründe faaliyet gösteren firmalarda çalışan 350 beyaz yakalıdan anketler toplanmıştır. Anketlerde belirtilen değişkenleri temsil eden ölçeklerin analiz edilmesinde SPSS 25 programı kullanılmıştır. Öncelikle faktör analizi yapılarak ölçeklerin değişkenleri temsil edip etmediği kontrol edildikten sonra güvenirlilik analizi yapılmıştır. Değişkenler arasındaki ilişkilerin birebir etkilerinin analiz edilmesinde korelasyon analizi, hipotezlerin test edilmesinde regresyon analizi yapılmıştır. Analizler sonucunda, çalışanların yönetim tarafından belirlenen kuralları çiğnemesinde otoriter liderliğin etkili olduğu ve çalışanları iş'den soğutan bir liderlik tarzı olduğu açıklanabilmektedir. Kural çiğnemenin ortadan kalktığı ve iş'e katılım seviyesinin yükselmesinde stratejik insan kaynakları yönetiminin önemi analizler sonucunda ortaya çıkmaktadır.

Anahtar Kelimeler: Otoriter Liderlik, Stratejik İnsan Kaynakları Yönetimi, Kural Çiğneme, İşe Katılım, Üretim Sektörü.

1. Introduction

Rapid changes of today's business world lead companies to improve and renew themselves in order to gain competitive advantage. Organizations need to carry out some analyses of their sector, including financial analysis of the their future requirements according to their size and current technology and selection of the investments in the right areas. Furthermore, it is important that the employees adopt the aims and objectives of the organization, otherwise it is impossible for the organization to succeed. If the top management of the organizations makes decisions without considering employees, they may face difficulties in reaching desired goals for the organization. The top management of the organizations should consider the internal dynamics, employees' expectations, attitudes and behaviours in order to provide better working environments. The studies define Authoritarian Leadership as 'maintaining absolute authority and control over subordinates, claiming indisputable obedience' (Cheng et al. 2004). Authoritarian leaders want to have control over employees by setting rules, threatening to punish disobedience and promising prizes (Aryee et al. 2007). This leadership style causes changes in employees' attitudes and behaviours towards the organization. Employees tend to respond with positive business attitudes and performances when they receive support or authorisation from their leaders. On the contrary, employees tend to respond with negative reactions when they are threatened or intimidated by authoritarian leaders (Kiazad et al. 2010). Similarly, the studies suggest that the authoritarian leaders prefer to control interpersonal interactions for effective use (Bedell et al. 2006). Organizations try to select the most skilled people who will add value to the organization from a large number of candidates with different skills and abilities. The aim is the reach the targets with the selection of skilled candidates who will add value to the organization. If we compare traditional approaches to the human resources management that focuses on specific practices such as recruitment, selection, training, development, performance evaluation, rewarding, it is seen that human resources practices help organizations to achieve their strategic goals. The main idea is that it is appropriate to examine the whole human resources system rather than individual human resources practices because it may create a synergy between human resources practices (Delery 1998; Macduffie 1995). Strategic human resources management (SHRM) of the organisations responsible for attracting skilled employees and carrying out selection and recruitment programs. Human resources must be most appropriate and accurate, in other words, it is related to the unique skills and competences of the individuals. However, it is not possible to imitate human resources, this can provide sustainable competitive advantage for the organizations (Barney 1991; Wright and McMahan 1992). It is necessary to examine the relationships between the leaders and the employees in order to ensure efficient operations of the organizations. When we examine the related studies in the literature, we observe that the leadership style as perceived by the employees is an important factor that affects the employees' compliance with the rules within the organization and their willingness to participate in the work. As a result of these effects, the organization may not gain the desired efficiency from the highly qualified personnel or implement necessary changes, and even if it does, it may not reach the aims, and it may even lead to the resignation of the personnel (Carter-Sowell et al. 2008. Therefore, in our study, we will examine the extent of effects of the authoritarian leadership and strategic human resource management on rule-violation and work participation behaviours of the employees.

2. Literature Review

The researches conducted within the theoretical scope should be strong and also support the research model. Therefore, in the literature review, the variables within the scope of the research model are examined theoretically.

2.1.   Authoritarian leadership

Authoritarian leadership refers to the behaviour of a leader for controlling his/her subordinates with his/her power and anticipating unconditional obedience (Cheng et al. 2004). The

main characteristics of authoritarian leadership is the absolute domination of leaders. They often impose a strict discipline on their subordinates and exhibit their authority in decision-making (Wang et al. 2013). Authoritarian leadership comes from the cultural traditions that represent the structure of confucian thoughts and the power of law (Farh et al. 2008). In organizations, leaders also apply this 'father' role of family structure as authoritarian leadership style by establishing a central hierarchy (Peng et al. 2001). Research on literature reveals rich understanding of authoritarian leadership but the definitions in the academic literature are often inconsistent or simplified. In particular, in the studies of 1950s, 1960s and later periods, authoritarian leadership is defined as a one-dimensional structure (Morse and Reimer 1956; Cheng et al. 2004; Farh and Cheng 2000). Authoritarian leadership has been proposed as an important part of leadership, especially with the research carried out on enterprises in the leadership field in Taiwan in the 1970s (Cheng et al. 2000). After the research in Taiwan, authoritarian leadership has attracted attention of the researchers and this leadership style examined by the academics (Kiazad et al. 2010). In studies, the authoritarian leadership related to taking responsibility of the decisions and controlling the performance of subordinates (Bass and Bass 2009). While some researchers describe authoritarian leadership as a general control mechanism over the subordinates (Cheng et al. 2004; Farh et al. 2008), other researchers focus on how authoritarian leadership affects the process of decision-making. Studies in the field of strategic management supports the fact that authoritarian leadership must involve decision making and implementation of the decision at the same time. Academic studies show that the implementation of the decisions taken by the leaders is critical for the success of the organization. For example, Nutt (1999) found that about half of the strategic decisions in organizations failed due to implementation-related reasons. Johnson (2004) states that 66% of strategies have never been implemented in organizations. The study of Dunning (2014) specify that only 25% of the Fortune 500 executives state that they give importance to the strategies for the organizational success. While the managers who attach importance to the concept of strategy in terms of human resources management become successful, those who do put emphasis on strategic approaches may even cause the dissolve of the organizations.

Positive and Negative Aspects of Authoritarian Leadership;

Positive aspects; authoritarian leaders can be effective by setting certain and specific targets for their subordinates (Locke and Latham 2006). Authoritarian leaders often develop employees' identities as group members, and this situation may further motivate employees to perform at a high level (Schaubroeck et al. 2017). Rast et al. (2013) argue that authoritarian leaders are more likely to have clear, certain and direct communication with their subordinates. It is believed that authoritarian leaders are generally influential in the high performance of their subordinates (Aycan 2006). Authoritarian leaders can be effective in achieving operational performance by strengthening centralized decision-making structure (Huang et al. 2015).

Negative aspects; authoritarian leaders are likely to create a climate of fear and anxiety (Pellegrini and Scandura 2008). Therefore, they block the creativity of the employees. Authoritarian leaders want their employees to work in accordance with the instructions and punish if they disobey (Cheng et al. 2004). It is suggested that negative results may occur, including fear of leadership, work pressure and intention to leave (Wang et al. 2018). Previous studies show that authoritarian leadership is linked to job dissatisfaction of employees (Shaw 1955).

Furthermore, when employees are not satisfied with their work, they show absenteeism and poor performance (Mount et al. 2006). The results of the studies on whether authoritarian leadership supports or damage employee performance show that deeper studies is needed to examine the relationship between authoritarian leadership and employee performance. In this context, we examine the effects of authoritarian leadership with the mediation variable strategic human resource management influence.

2.2.   Strategic Human Resource Management

Basically, strategic human resources management is defined as "in order to realize the targets set by an enterprise, a set of activities, which are determined within the plan and project, can be different from each other as well as being compatible with each other" (Wright and McMahan 1992; Delery and Roumpi 2017). With this definition, it is seen that there is a more planned and more programmed process for strategic human resources management and more functions are now available for human resources. On the other hand, although strategic human resources management seems to be a successor of human resources management, it has a system according to itself in the modern business logic (Dyer 1984; Fombrun et al. 1984; Kochan et al. 1994; Walker 1980). According to Daley and Vasu (2005); the studies in the literature reveal the main objectives that the focus is different for various models of strategic HRM. Jiang et al. (2012) state that there is no consensus in this regard in the literature. Strategic human resources management evaluated as "Strategies that are compatible with long-term and modern practices in order to bring up the performance of the company in order to adapt to the actively continuing sectoral conditions and to ensure the continuous operation of this high performance" (Deniz and Bakkalbaşı 2014). For this purpose, it is important to ensure that employees are permanent in organizations with a correct leadership understanding and to be satisfied with their organizations. One of the most important and prominent cases that emerged with the strategic human resources management is the fact that all units the management level and the outside management level have more chance to communicate more effectively. Strategic human resources management can provide such an advantage for the enterprise within the enterprise system. Although this situation differs for each enterprise, strategic human resources management can develop plans and projects in all companies within which it is involved, along with working principles and systems according to the system, management structure, employees' situation and the environment being competed (Barney 1991; Miles and Snow 1984; Schuler and Jackson 1987; Wright and Snell 1991). The position of strategic human resource management as a bridge creates a great advantage for other employees. In this process, strategic human resources management, along with the increasing importance of employees and their developing positions within the system are the main issues that come into prominence. Strategic human resources management acts by taking into account all the functions (determination of wages, performance evaluation, taking occupational health and safety measures etc.) that may be of benefit to employees, as well as their thoughts in this process. The nature and quality of each of these activities determine the performance quality of employees (Sabuncuoğlu 2013). Within the scope of this importance of strategic human resources, the effect of authoritarian leadership and the relationship between employees is examined. Hypothesis developed and tested in this scope;

H1: Authentic leadership has an impact on the strategic human resources management

2.3.   Rule violation

Rule violation indicates that organizationally defined rules, regulations or prohibitions were disregarded. Vardi and Weitz (2003), described it as 'the actions of employees resulted in deliberate violation of the rules of the workplace'. This study emphasize the undesirable destructive nature of the rule violation and dissatisfaction with the examples such as alienation, low commitment and feelings of injustice (Vardi and Weitz 2003). Rule violation is about disregarding the rules and policies determined by the administration of the organization, in contrast to the acting beyond informal norms within social groups in the emergency situations (Levine and Moreland 1998). In addition, Rule violation is about breaking the valid and active rules intentionally. The behaviours such as breaking the rules by mistake or due to unawareness or breaking the rules that are not implemented and not widely understood are not been considered as rule violation. It is assumed that the employees who violate the rules aim for personal benefits and such behaviours are expected to result in personal gains and harm the organization (Morrison 2006). It is argued that

employees when organizational, managerial controls are insufficient to ensure that employees comply with the rules, they tend to act against the rules (Eisenhardt 1989). In other words, rule-breaking is a form of opportunism, or it is a way that employees considers their own interests and try to take advantage of their own organizations (Putterman 1987). The behaviours of the employees who violate the rule of organization has been attracting the attention of researchers for the last three decades (Brief and Motowidlo 1986; Grant 2008; Organ 1988; Puffer 1987; Zellars et al. 2002). In the literature, it is also stated that the members of the organization may also behave in a socially desirable constructive manner in order to provide benefits for the organization, although it is not provide any personal benefits. For example, the employees are aware that they need to be more involved with the customers and make extra efforts or serve as a good representative while carrying out their duties within the organization (Brief and Motowidlo 1986). However, few researchers agree that socially motivated workers may choose to violate the rules of the organization to perform behaviours beneficial to the organisation (Spreitzer and Sonenshein 2003; Vardi and Weitz 2003). This is due to the rules set by the organization. Those who believe that these rules are harmful to the organization, or who believe that the rules are unnecessary, show behaviours of rule violation if they believe it is beneficial for the organization. For example, if an employee face an annoying customer, she/he may be able to provide the customer with a friendly service and/or offer services in order to control the situation and satisfy the customer. For example, if an employee violates an organizational rule of procedures or compensation about a faulty product, his/her violation of the rules in the interest of the organization. If the customer calms down and continues to receive the services of the organisation as a result of the employee's behaviour, it will be beneficial act for the organization. Although it is hypothetical, this scenario reflects the reality of many options encountered in everyday life, requiring employees to follow the rules or to deviate from the rules at the expense of responding effectively to customer demands (Schulz 2003). Rule Violation is an important concept that explores the reasons for the deviations from the rules or procedures and emphasizes the importance of such behaviours (Galperin 2003). It is understood that the current studies on rule violation are quite limited and this concept should be expanded. For this reason, in our study, we examine the effects of leadership style and human resources management approaches in terms of rule violation of the employees. Hypotheses developed and tested in this scope;

H2: Authentic leadership has an impact on the rule violation

H4: Strategic human resources management has an impact on rule violation

H6: There is a mediation variable effect of strategic human resources management on the relationship between authoritarian leadership and the rule violation

2.4.   Work Participation

Work participation is defined as the level of energy, self-sacrifice and satisfaction of the employees in the organizational environment and their state of mind about the work (Schaufeli et al. 2006). Work participation is defined as a permanent, widespread and affective-cognitive situation, independent of a specific object, event, individual and behaviour (Saks 2006). If the employees are happy to work in their organizations, they show high level of work participation with full energy and mental strength. Work participation is about employees' full concentration on their work and their happiness to continue working, and in the course of time, they develop organisational loyalty and find is difficult ro leave the organization (Bakker and Demerouti 2008). It is important for employees to make voluntary effort to strengthen the benefits for their organizations. There is an inverse relationship between work participation and employee's intention to leave. The intention to leave is associated with dissatisfaction with the organization (Fay and Luhrmann 2004), insecurity (Chughtai and Buckley 2008), high burnout (Gonza'lez-Roma et al. 2006) and low performance (Salanova et al. 2005). The employees who display work participation behaviours also show high energy level and the psychological strength (Schaufeli et

al. 2002). Employees with positive energy have good motivation to work and they overcome the difficulties they face in their organizations (Mauno et al. 2007). Work participation can be identified as the behaviours of employees in accordance with their roles in the organization. If the employees are willing to fulfil their roles/duties in the organization, their performance will get better (Barkhuizen and Rothmann 2006). However, the situations that cause the employees to resign from their job can create unnecessary costs to the organizations (Putterman 1987). Therefore, trust factor is important to strengthen the employees' work participation in the organization and to eliminate such costs (Dyer and Chu 2003; Fukuyama 1995). A study shows that if the employees develop a high level of trust for their organization, they are more likely to participate in their work (Chughtai and Buckley 2008). In the event of the problems experienced by the employees in the working life, the organizations should support them through the social practices and encourage them to stay in the organization (Bakker and Demerouti 2008). Literature review reveals that studies in this field show the importance of work participation and rule violation in terms of leadership and human resources management. In this context, human resources and other related departments should take into account the productivity and performance of the employees in order to achieve a peaceful environment in the workplace. Therefore, rule violation, which is frequently encountered in the working life and creates problems for the organisations, and work participation, which is effective factor in the performance of the organisation, are considered as independent variables of our study. Hypotheses developed and tested in this scope;

H3: Authentic leadership has an impact on the work participation

H5: Strategic human resources management has an impact on work participation

H7: There is a mediation variable effect of strategic human resources management on the relationship between authoritarian leadership and the work participation

3. Research Framework

Independent Variables; Authoritarian leadership, mediation variable; Strategic human resource management, Dependent Variables; A research model has been applied as rule violation and work participation. In the study, a quantitative approach was adopted as the data were analyzed in order to designate the relationship between the statistical concepts. In a quantitative research test, we use the argument or argument to judge the effect on the dependent variable (Thomas et al. 2015).
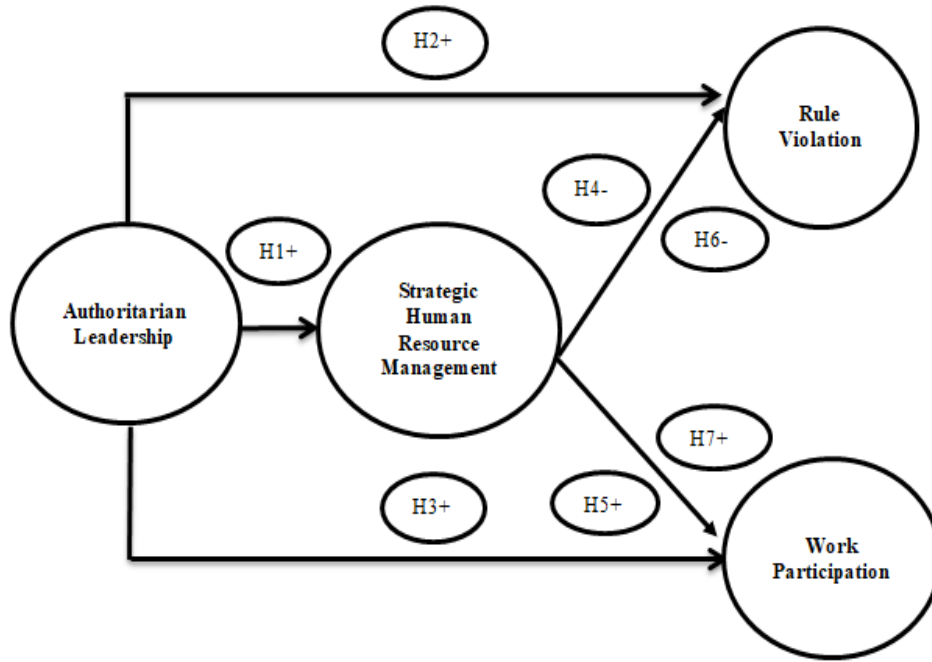
Figure 1: Research Model

4. Methodology

In the Methodology section, there are research goal, findings and analyzes related to the research. Particularly in the analysis section, factor, reliability, correlation and regression analyzes were performed in accordance with the research model and the results obtained were evaluated.

4.1. Research Goal

In this study, we aim to determine the impact of mediation variable of strategic human resource management on the relationship between authoritarian leadership and rule violation and work participation for the white collar employees working in the production sector. A field survey was conducted using a questionnaire to test our hypotheses.

4.2. Sample and Data Collection

In order to analyze the variables examined within the scope of the research model, questionnaires were collected from 350 white-collar employees working in manufacturing companies. SPSS 25 program was used to analyze the scales representing the variables mentioned in the questionnaires. Firstly, the factor analysis was conducted to check whether the scales represented the variables and then the reliability analysis was performed. Correlation analysis was used to analyze the effects of the relationships between variables and regression analysis was used to test hypotheses.

The questionnaire consists of two sections. The first section includes the demographic information of the person and the work-related information. The second part of the survey consists of the scales of strategic human resources management, authoritarian leadership, rule violation and work participation. Strategic human resources management scale; The questions that were developed by Green et al. in 2001 were used. The authoritarian leadership scale; It was measured by 4 questions developed by Hinkin in 1995. Rule Violation scale; It was measured by 16 questions developed by Jason J. Dahling et al. (2012). Work participation Scale; it was measured by the 6

questions developed by Schaufeli et al. (2006). It has been found that these elements are highly related to each other and are therefore used together to measure work participation (Chughtai and Buckley 2008).

4.3. Demographic Features

48.2% of the employees were working in the public sector (169) and 51.8% of them were in the private sector (181). Working periods of the employees in their organisations are; 13.7% less than 1 year (48), 27.4% between 1-3 years (96), 26% between 4-7 years (91), 15.1% between 8-10 years (53 employees), 17.7% for 10 years and over (62). The scope of activity of the organization of the survey participants; 83 participants work for 'National' organisations, 142 participants work for 'Regional' organisations and 112 participants work for 'International' organisations. 4% of the employees had primary education (14), 17.1% of them graduated from high school & similar (60), 14.5% of them had vocational school/associate degree (51), 22.2% had university degree (78), 42% of them had graduate degree (147). The level of achievement of the individual goals of employees; 23 participants stated as 'very low', 30 participants stated 'low', 137 participants stated as 'medium' and 123 participants stated as 'high', 37 participants stated as 'very high'.

5. Analyses

Factor Analysis; Factor analysis was conducted to investigate the scale's structure validity. Kaiser Mayer Olkin (KMO) and Bartlett's Test value for factor analysis performed in SPSS 25 program was found to be .908. The fact that kmo is higher than .900 is interpreted as a "perfect" result (Tavşancıl 2002). This value indicates that the data is suitable for analysis, while Bartlett's Test results indicate sig. the value of 000 (sig<0.05) also indicates that the data is suitable for factor analysis and that The Chi-Square value obtained is significant and that the data comes from a multivariate normal distribution. In our research, the variables prepared according to the 5-point Likert scale were measured with a 35-item questionnaire. Variables; Authoritarian leadership, strategic human resources management, rule violation and work participation have been subjected to factor analysis. As a result of factor analysis, 8 questions did not show factor distribution. The remaining 27 questions are scattered on 4 factors. The factors that are adhere to factor analysis with factor loads are shown in the table below:

Table 1: Rotated Component Matrix

Rotated Component Matrix^a

	Component			
	1	2	3	4
SHRM 5. Behavioural work analyses has been carried out in our organisation according to the needs of personnel.	.819			
SHRM 7. HR Department regularly keeps track of the personnel information during decisions.	.815			
SHRM 8. Human resources planning activities are carried out as a formal and open procedure.	.810			
SHRM 6. In our organisation, trainings are provided for the behavioural development of personnel.	.790			
SHRM 4. The performance evaluations of the personnel are carried out regularly, in terms of reaching the targets.	.781			
SHRM 3. Selection of personnel in our organisation is important to achieve strategic goals.	.733			
SHRM 2. In our organisation, our managers encourage employees to achieve long-term strategic goals.	.710			
SHRM 9. In our organisation, known and formal human resources strategies have been implemented.	.708			
SHRM 1. In our organisation, long term plans are made in the administrative	.672			

sense.

RV2. I ignore corporate policies in order to help a colleague.	.895		
RV3. If someone needs my help, I ignore the rules of the organisation.	.882		
RV4. I help employees by ignoring the rules of the organization.	.863		
RV5. I help other employees, even if it means violating their corporate policies.	.855		
RV1. If my colleagues need help, I ignore the organizational rules.	.819		
RV8. When I want to help my colleague, I do not refrain from breaking the rules of the institution.	.783		
RV7. I ignore company regulations that will lead to inefficiency of the organisation.	.696		
RV6. I prefer to violate the organization's policies in order to work more efficiently.	.666		
RV9. I violate organizational policies so that the company saves time and money.	.635		
WP3. I'm very enthusiastic about my job at my organisation.		.780	
WP2. I feel strong and vigorous at my organisation.		.773	
WP4. My field of expertise is constantly inspiring me.		.761	
WP1. I feel full of energy at my institution.		.755	
WP5. I feel more than happy when I work hard.		.691	
AL2. The decisions taken by our manager in an individual direction affect all decisions in the organization.			.782
AL3. Our manager always tells the last word in our meetings.			.758
AL1. Our manager is who is unable to fulfil his duties and go against our opinions.			.670
AL4. When I work with our manager, I feel under pressure.			.617

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.[a]

a. Rotation converged in 5 iterations.

SHRM: Strategic Human Resources Management, 5 Likert scale
RV: Rule Violation; 5 Likert scale
WP: Work Participation; 5 Likert scale
AL: Authoritarian Leadership; 5 Likert scale ('strongly agree', 'not strongly agree').

After factor analysis, reliability analysis is performed in order to measure the intrinsic consistency of the questions representing the variables in the survey. According to nunnaly's 1978 research in the field of social sciences, especially Cronbach Alpha coefficient 0.70 and above is sufficient (Nunnally 1978; Hair et al. 2000; Büyüköztürk 2007).

Table 2: The Results Of Reliability Analysis

Variables	Number of questions	Cronbach Alpha (α) Values
Strategic Human Resources Management	9	.929
Rule Violation	9	.927
Work Participation	5	.907
Authoritarian Leadership	4	.796

The prepared statements should be examined in terms of being consistent and stable, having ability to observe without awaking any unwanted reactions and having ability to obtain wanted reactions. For this purpose, item or scale scores are used as a basis for selecting items (Item Analysis) from draft items (Bozdogan and Öztürk 2008). In our study, the reliability of the scale

was examined by item analysis based on the difference of the average scores of the top and bottom groups and correlation. As seen in Table 3, one-to-one relationships between strategic human resources management, authoritarian leadership, rule violation and work participation has been examined in correlation analyses. As mentioned earlier, the analyses carried out so far were conducted on 355 questionnaires obtained from the organisations. Within the aim of the research, the science which deals with the collection, classification and interpretation of numerical data is called descriptive statistics (Elandt-Johnson et al. 1980). In other words, it is a method that aims to make the data collected with scientific methods meaningful (Linquist 1989).

Table 3: Correlations

Correlations

		Strategic Human Resources Management	*Rule Violation*	*Work Participation*	*Authoritarian Leadership*
Strategic Human Resources Management	*Pearson Correlation*	1	-.083	.683**	-.185**
	Sig. (2-tailed)		.120	.000	.000
	N	350	350	350	350
Rule Violation	*Pearson Correlation*	-.083	1	-.118*	.237**
	Sig. (2-tailed)	.120		.026	.000
	N	350	350	350	350
Work Participation	*Pearson Correlation*	.683**	-.118*	1	-.206**
	Sig. (2-tailed)	.000	.026		.000
	N	350	350	350	350
Authoritarian Leadership	*Pearson Correlation*	-.185**	.237**	-.206**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	350	350	350	350

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

As a result of the correlation analysis, it was determined that there was a significant relationship in negative direction between authoritarian leadership, strategic human resource management and work participation. In terms of the separate impacts of work participation and strategic human resources management, if there is authoritarian leadership in the work environment work participation decreases and the influence strategic human resource management declines. Furthermore, in the event of authoritarian leadership, the rule violation variable increase which shows that employees act in the direction of violating the rules against authoritarian leadership. At the same time, there is a significant relationship between rule violation, strategic human resource management and work participation variables.

Table 4: Regression Analysis Results

Hypotheses	Supported/ Unsupported	Standard β	Sig.	Adjusted R Square	F Value	Level of Significance (Sig.)
H1: Authentic Leadership has an impact on the Strategic Human Resources Management.	*Supported*	-.185***	.000	0.320	221.408	*P<0.001*
H2: Authentic Leadership has an impact on the Rule Violation.	*Supported*	.237***	.000	0.308	212.413	*P<0.001*
H3: Authentic Leadership has an impact on the Work Participation	*Supported*	-.206***	.000	0.188	95.634	*P<0.001*
H4: Strategic Human Resources Management has an impact on Rule Violation.	*Unsupported*	-.083	.120	*0.015*	*5.808*	
H5: Strategic Human Resources Management has an impact on Work Participation	*Supported*	.683***	.000	0.488	281.369	*P<0.001*

Table 4 shows the results of regression analysis and it has been determined that *H1 hypothesis is supported* (β=-.185***; Sig=.000), which is about the relationship between independent variable of authoritarian leadership on strategic human resources management variable. *H2 hypothesis is supported* (β=.237***; Sig=.000), which is about the effect of the independent variable of authoritarian leadership on rule violation variable. *H3 hypothesis is supported* (β=-.206***; Sig=.000), which is about the effect of the independent variable of authoritarian leadership on work participation variable. *H4 hypothesis is not supported* (β=-.083; Sig=.120), which is about the effect of the independent variable of strategic human resources management on rule violation variable. *H5 hypothesis is supported* (β=.683***; Sig=.000), which is about the effect of the independent variable of strategic human resources management on work participation variable.

Examination of the relationships between ındependent variable (IV) of authoritarian leadership and dependent variables (DV) of rule violation and work participation, in terms of mediation variable (MV) of strategic human resources management;

Table 5: Results of Mediation Effect

	IV	DV	Standard β	Sig.	Adjusted R Square	F Value
Regression	Authoritarian Leadership	Rule Violation	.237***	.000	.054	21.046
	Strategic Human Resources Management (MV)		-.040	.446	.052	10.802
Regression	Authoritarian Leadership	Work Participation	-.206***	.000	.040	15.659
	Strategic Human Resources Management (MV)		.668***	.000	.471	158.301

*: p<0.05	**:p<0.01	***:p<0.001

As a result of the regression analysis, it was determined that the standard β and Sig. value of the relationship between authoritarian leadership and the rule violation under the mediation variable of strategic human resources management was not significant but the standard β and Sig. value of the relationship regarding work participation was significant. The results of the hypothesis regarding the mediation effect analysis shown in table 5 are indicated in table 6.

Table 6: Supported / Unsupported Status of Research Hypotheses

Hypotheses	Supported/ Unsupported	Level of Significance (Sig.)
H6: There is an mediation variable effect of Strategic Human Resources Management on the relationship between Authoritarian Leadership and the Rule Violation.	Unsupported	
H7: There is an mediation variable effect of Strategic Human Resources Management on the relationship between Authoritarian Leadership and the Work Participation	Supported	P<0.001

When the mediation effect of the strategic human resource management variable examined in the research model is examined; it is clear that authoritarian leadership has no effect on eliminating the violation because of the repressive effect on the employees. Although the human resources management approach tries to support the employees in the institutions where the management style is harsh, the oppressive attitude of the leader eliminates this support. This situation reveals the fact that the strategic human resources management approach is ineffective in the event of authoritarian leadership and the employees do not adopt and/or do not obey the rules that they think are unnecessary.

6. Discussion

When we look at the other studies and analyses in this field, we can say that that the studies on the rule violation behaviours of the employees related to implementation of human resources management are very limited. SHRM implementations show that it is possible to meet the demands and needs of the customers accurately and to minimize the consumer / customer complaints with the implementation of human resources management (Marco-Lajara and Ubeda-Garcia 2013; Miao et al. 2011). This can be ensured by keeping the job satisfaction of the employees at high levels. The evaluation of training and performance, ensuring stability within the organization and strengthening the organization depends on the SHRM practices. Especially in the USA, it is stated that corporate culture and institutional factors are strongly affected by HRM practices (Hodari and Sturman 2014). Our study was carried out on the white-collar employees in the private and public sector in Central Anatolia of Turkey with an aim to analyse the effects on 'rule violation' and

'work participation' and it was determined that strategic human resource management did not have a significant impact on the rule violation variable. The findings of our study reveals that the employees of the organisations operating in Central Anatolia region believe that organisational procedures, either in production or service sector, are not beneficial to the organisation and these rules cannot be implemented. However, the managers with different leadership roles have a positive effect on the employees and reduce rule violation behaviours. Therefore, the effects of other leadership roles should also be examined to contribute to the literature. It is fact that, in intense competition environments, the procedures of the organisations, which were set to ensure well-functioning and maintaining organisational order, were not fully determined accurately and/or not performed correctly. This situation may put the organisations in a disadvantageous position in terms of sustainability. Because maintaining an order in the organisation where procedures are constantly violated by the employees will be difficult. One of the most important results of the findings of our study is that strategic human resource management procedures increase the job satisfaction but do not have any effect on reducing the rule violation and we believe it should be discussed further. This case can be explained as; although the employees are satisfied with their job, they have tendency to violate the rules because they cannot accept the wrong practices in their organisations and prefer to implement more correct versions and wish to prevent their organisations from being harmed by these wrong practices. Of course, further and detailed studies are needed in this field. Our study show that the strategic human resource management does not have any mediation effect on the relationship between authoritarian leadership and rule violation and this can be explained as that employees stay under the influence of an authoritarian leadership role and continue exhibit behaviours and attitudes which are correct according to their own beliefs. The findings of our study support the opinion that the employees should be examined with more detailed studies on behavioural approach regarding the procedures implemented in the organisations.

7. Conclusion

The success of SHRM applications depend on consistent policies that meet the needs of the sector. In order SHRM applications to have performance-enhancing effect, It should be aimed not only to ensure consistency within the organization, but also to contribute to the creation of an organizational culture that can provide competitive advantage. The important issue is the need for strategic human resources that are compatible with organizational culture. Achieving sustainable competitive advantage has become a topic of discussion in the theory of management, and in the past years, researchers have look for an answer to the question, in particular, on how to implement SHRM applications to achieve such an advantage (Fiol 1991; Reed and DeFillippi 1990). Our study was conducted on white-collar workers in the private and public sectors in Central Anatolia region, it was found that there is no mediation or independent variable effect of Strategic Human Resources Management on the tendency to rule violation under the influence of Authoritarian Leadership. In other words, the employees display rule violation behaviours and use their own initiatives, if they believe it is harmless to the organisation, with regard to the some practices and procedures of the organization. Although this attitude is caused by the authoritarian leadership style, but it can also be triggered by their desire to act considering the interests of the organization. Strategic human resource management affects the work participation of the employees as an independent variable. The willingness of the employees to participate in the work shows that their commitment to the organization. However, employees' willingness to participate in work decrease in the event of authoritarian leadership style. This situation may cause an increase in business employee turnover rate in the organization due to a wrong leadership style. In terms of strategic human resources management, it is fact that, in intense competition environments, the procedures of the organisations were set to ensure well-functioning and maintain of the organisational order and they are specified fully and/or performed correctly. This situation can put the organisation in an advantageous position in terms of sustainability in the competitive environment. Therefore, it is

becoming more important for organisations to ensure order and implement procedures that satisfies the employees. This situation is important both in the private sector and in the public sector. When considering the formal internal statutes and the necessity of rule-obeying for civil servants in public sector, it is seen that the existing procedures of the public institutions can be stretched in practice in favour of the public and the citizens. Our analyses show that private organization are in fear of losing customers in an competitive environment and therefore the employees act beyond the procedures for the benefits of their organizations as a indicator of their loyalty. It is necessary to focus more on the different effects of human resources and leadership styles on the employees in order to provide better studies and acquire new theoretical and analytical concepts. In particular, new concepts may arise from cultural differences between regions in the field of management and organization, and also, it will be possible to obtain new findings and concepts in the field of social sciences. The daily problems of working life, new leadership and management styles generate new academic terms. More intensive and academic examination of the problems experienced in the working life can lead to acquirement of new concepts in terms of theoretical and analysis and contribution to the world literature in future studies.

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