Examining the Impact of Empowering Leadership and Emotional Intelligence on Organizational Identification and Organizational Trust of the Employees: A Research in the Production Sector

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Abstract

In an intensely competitive environment, the companies in the production sector fall behind as a result of not showing performance at desired levels, which and leads to companies leaving the sector. Particularly in terms of leadership, the trust of employees in the subordinate hierarchy of organizations, as well as their identification with the organization, should be managed with an accurate understanding. The aim of this study is to analyze the concepts of empowerment leadership and emotional intelligence, the trust of employees in the organization, and the relationships between them within an organization. When the data obtained through the study was analyzed, it was found that leadership and emotional intelligence had a positive effect in the formation of trust and organizational identity among employees. Within the scope of the study, surveys were conducted with 381 white-collar workers (administrative personnel) who work in the production sector. Analyzes were made using SPSS 25 and AMOS programs. In addition, sobel test and hayes process were performed in mediation variable analysis. After both confirmatory and explanatory factor analysis, as well as reliability analysis, correlation analysis and regression analysis were used.

Keywords

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Çalışanların Örgüte Güvenlerine ve Örgütsel Kimliklerine Güçlendirici Liderlik ve Duygusal Zeka'nın Etkilerinin İncelenmesi: Üretim Sektöründe Bir Araştırma

Öz

Yoğun rekabet ortamında üretim sektöründe bulunan firmalar istenilen seviyede performans sergileyememeleri sonucunda rekabetin gerisinde kalmakta ve bulundukları pazarda güçlerini kaybetme riskiyle karşı karşıya kalabilmektedirler Firmaların performans kriterleri açısından başarılı olabilmesi için örgütlerin ast-üst hiyerarşisinde, çalışanların örgüte olan güvenlerinin sağlanabilmesi ve örgüt ile kendilerini özdeşleştirebilmeleri için doğru bir anlayışla yönetilmesi gerekmektedir. Bu çalışmanın amacı güçlendirici liderliğin ve duygusal zeka kavramlarının, çalışanların örgüte olan güvenlerini ve örgütle kendilerini özdeşleştirmeleri yönündeki ilişkilerin analiz edilmesidir. Anketlerin toplanması sonucunda elde edilen veriler analiz edildiğinde; Çalışanlarda örgütlerine karşı güçlü bir güven duygusu oluşmasında ve örgütsel kimlik kazanmalarında liderliğin ve duygusal zekanın olumlu yönde etkisi olduğu tespit edilmiştir. Anketler araştırmanın amacı kapsamında üretim sektöründe bulunan firmalarda çalışan 381 beyaz yakalıdan (idari personelden) toplanmıştır. SPSS 25 ve AMOS programları kullanılarak analizler yapılmıştır. Ayrıca aracı değişken analizinde sobel testi ve hayes process yapılmıştır. Anket de bulunan değişkenleri temsil eden ölçekler 5'li likert ölçeğinde hazırlandığı için doğrulayıcı ve açıklayıcı faktör analizleri yapıldıktan sonra güvenirlilik analizi yapılmıştır. Bu analizlerden sonra korelasyon analizi yapılarak değişkenler arasındaki ilişkiler incelenmiş, regresyon analizi yapılarak hipotezler test edilmiştir.

Anahtar Kelimeler

duygusal zeka, örgütsel güven, güçlendirici liderlik, örgütsel özdeşleşme, hayes process, sobel test, amos

Introduction

In today's world, organizations that do not adapt to changes may find themselves prone to extinction. Various prominent writers and gurus, including Drucker (2011), attribute one of the key roles in the success of organizations to the existence of strong management. In the study of Goleman (2006), having excellent intellectual skills can make you an excellent financial analyst or lawyer, but having highly developed emotional intelligence plays an important key role in achieving high goals (Goleman, 2006). Emotional intelligence brings two simple concepts: "being smart" or "applying knowledge appropriately"; and "emotionally intelligent" or "implements emotion appropriately". The ability of an organization to achieve its goals depends on the interrelationship of employees and leaders and their degree of emotional intelligence. When the required level of communication between the manager and employees is achieved, employee productivity increases, and the employee's commitment and trust to their organizations are reinforced. In other words, it may be possible for employees to perform better in organizations when the positive characteristics of the leader affect emotional intelligence. Emotional intelligence is accepted as the ability of individuals to understand and express their feelings (Mayer et al., 2002).

When leaders empower employees' effects, they can share responsibility among employees and have significant impacts on cooperation between employees. For example, empowering leadership often encourages organizations to coordinate work and seek opportunities for learning and growth (Pearce & Sims, 2002). Karim and Weisz (2010), Lee and Ok (2012) and Prentice (2013) found a positive relationship between emotional labor and emotional intelligence in their research on employees. If leaders evaluate employees according to their performance and maintain hierarchical order within the organization, employees will be consistent in building trust and identity both between leadership and the organization (Eisenberger et al., 1986). If the expectations and beliefs of the employees are positive, trust is formed. When leaders allow employees to participate in the decision-making process, they ensure that they belong to the organization, which enables them to demonstrate positive attitudes and behavior towards the organization. In a word, leaders can see that when employees are given the freedom to emphasize their importance within the organization, encourage participation in decision-making, share employees' strengths and eliminate organizational constraints, employees

identify themselves within the organization and make more of an effort. At the end of the 20th century, both in academic studies and in-house research, it became clear how important investments in human beings and human phenomena are, and the tendency towards this field continues into the 21st century. The main factor that leads the organization to success in effective human resources practices put forward is the human element. The research model examines the effects of empowering leadership and emotional intelligence and its impact on organizational trust and organizational identity.

Literature Review

Empowering Leadership

Strengthening leadership and employee performance has become a topic of interest in management (Spreitzer, 2008). Based on the belief that better results can be achieved by providing employees with the opportunity to direct themselves, the importance of empowering leadership style between employees is advocated (Vecchio et al., 2010), and its effectiveness in increasing competence and self-sense is emphasized (Ahearne et al., 2005). During the empowering leadership process, a greater motivational environment can be developed among the employees by eliminating unnecessary organizational practices and identifying and eliminating the conditions that nourish weaknesses of hierarchy and allow for the transferral of power to employees (Van Dijke et al., 2012). Therefore, positive perceptions of employees' viewpoints of their leaders and the empowerment of employees can be an indicator of organizational support. At the same time, organizational support can be perceived on a higher level by virtue of the empowerment of leadership behaviors. Empowering leaders share management responsibilities with their employees, give decision-making authority, and express their confidence in the ability of employees to do their jobs autonomously (Spreitzer, 1995). For this reason, employees develop a sense of goodwill towards those leaders who give empowerment and allow employees to not only feel confident in their autonomy but also fairly treated in their important tasks (Lorinkova & Perry, 2017). On the other hand, employees will cofidently reflect the positive attitudes and behaviors of their leaders and the high-quality communication that emerges as a result of this by changing their attitudes and behaviors positively towards the organization (Cabrera et al., 2006; Boudrias et al., 2009). Leaders aim to achieve better performance by empowering employees within the organization by providing intrinsic motivation (Chen & Klimoski, 2003). As a result of these positive changes, it is ensured that empowered employees reflect on their performances with positive attitudes and behaviors rather than negative thoughts towards their organizations. The research model examines the effects of empowering leadership and the value of emotional intelligence and its impact on organizational trust and organizational identity.

Emotional Intelligence

The concept of emotional intelligence was first used in literature by Leuner, in 1966, in an article titled "Emotional Intelligence and Emancipation" in which a group of women who were supposed to be at low levels of emotional intelligence rejected their social roles as mentioned (Claxton, 2005). When the concept of Emotional Intelligence is examined in the historical sense in the literature multiple theories arise: Thorndike (1920) Social Intelligence; Doll (1935) Social Competence; Leeper (1948) Emotional Thought; Gardner (1983) Personal Intelligence; Bar-On (1997) EQ; Saarni (1999) Emotional Competence; Goleman (1998) Emotional Intelligence; Dulewicz and Higgs (1999) IQ, EQ and MQ have developed as a historical typesetting and survived until today. One of the first definitions made about the concept of emotional intelligence arise; intellectual and emotional development with the aim of supporting thought with emotions, emotions being the ability to notice and observe meaning (Stein & Book, 2003). When Emotional Intelligence is examined in general terms, it is the ability to be aware of and understand internal emotions, to be aware of others' emotions, and to understand correctly, and to use the information resulting from these perceptions in a way that adds value to life (private life, business life) (Hughes et al., 2009). Cherniss and Goleman (2001) who focused and pioneered emotional intelligence in the workplace, say that emotional intelligence is an important and cognitive ability. According to Cherniss and Goleman (2001), emotional intelligence expresses the capacity of "motivating ourselves, managing our emotions well for ourselves and our relationship, recognizing our own feelings". In other words, it is important to "not only use your head but also your heart". There are 6 concepts representing emotional intelligence:

Figure 1. Characteristics of Emotional Intelligence
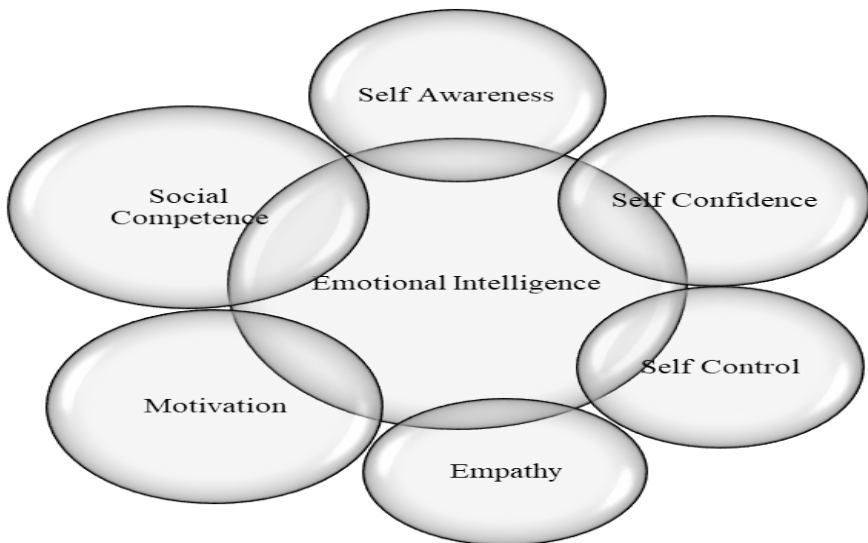
The importance of emotional intelligence has traditionally been emphasized by empathy, self-control, emotionality, etc. Block (1995), a psychologist at the University of California Berkeley, states that those with higher IQ have higher emotional abilities. Therefore, emotionally intelligent people have a cheerful and differing perspective.

Leaders who are rich in emotional intelligence may feel that the attitude and behavior of the employees towards the organization is based on an environment of mutual understanding and trust formed by establishing quality relations with employees. High-quality relationships between leaders and employees have been reported to provide various advantages for organizations, leaders, and employees (Graen & Uhl-Bien, 1995; Gerstner & Day, 1997). In an intensely competitive environment, organizations emphasize the importance of creating organizational trust and organizational identity in accepting how employees create and apply the necessary organizational performance to gain a competitive advantage (Becker & Gerhart, 1996). Goleman (2001) explains that "80% of employee success in the organization comes from EQ (Emotional Intelligence)". He also claims that the difference between a "good" leader and a "perfect" leader stems from emotional intelligence. In this context, emotional intelligence is examined both as independent variable and mediation variable effect. Developed and tested hypotheses;

> H1: *Empowering leadership in organizations has a positive effect on emotional intelligence.*
>
> H6: *Emotional intelligence has a mediation variable effect on the relationship between empowering leadership and organizational identification in organizations.*
>
> H7: *Emotional intelligence has a mediation variable effect on the relationship between empowering leadership and organizational trust in organizations.*

The Concept of Organizational Trust

The concept of trust is as old as human relations with philosophy and social sciences having explained how trust is vital and how it protects social life from paralysis (Mollering et al., 2004). Before examining such an important phenomenon in the organizational field, the concept of trust and the foundations of trust must be well understood. The meaning and importance of the concept of trust in economics, psychology, sociology, and management sciences, as well as the importance of trust in human relationships, has been agreed upon. There is no other variable that affects the behavior of individuals as well as the concept of trust alone (Hosmer, 1995). As Lewis et al. (1985) emphasize; "trust which is a social reality" forms the basis of all bilateral relations. Trust is an internal movement that is similar to a behavioral intent or choice (Colquitt et al., 2007). Trust is the degree of goodwill a person places in other people words and actions (Dani et al., 2006). In the definition made by

Kramer in 1999, in the organizations where employees are present, the belief that they will not be harmed by their expectations, thoughts, and beliefs is called organizational trust (Kramer, 1999).

Employees in organizational life base their trust on their organizations, managers, and colleagues. These foundations can be listed as follows:

- *Past-Based Trust is the trust built on repeated relationships between people. Confidence may increase or decrease depending on whether the events experienced during the history of the relationship are positive or negative (Merritt, 2008). Trust through third parties is the need to obtain information about the other party based on trusted third parties and groups.*

- *Category-Based Trust is the trust that comes from the perception that information from people who are members of the same social organization is more reliable (Kramer, 1999).*

- *Role-Based Trust is the trust needed by the role of the trusted person in the organization rather than the abilities, savings, motives, and intentions (Brown, 2006).*

- *Rule-based Trust is a trust that is shared by a common shared understanding of appropriate rules and behaviors within the organization (Rodgers, 2009).*

Trust in the organization expresses the belief that employee commitments and behaviors are consistent when faced with an uncertain or risky situation (Demircan & Ceylan, 2003). Another definition is the employee's perception of the support provided by the organization (Mishra & Morrissey, 1990). In order to have a high level of trust in the organization, the responsibilities and job descriptions of the employees should be clear; the communication within the organization should be accurate, timely, and frequent; it should be believed that there is an internal skill and ability to do the work; common goals should be clear and understandable; and the organization should have a vision and purpose. To the extent that these factors can be achieved, the level of trust in the organization will be high (Joseph & Winston, 2005). The research model examines how the effects of empowering leadership and emotional intelligence impact organizational trust. Developed and tested hypotheses;

H2: *Empowering leadership in organizations has a positive effect on organizational trust.*

H4: *Emotional intelligence in organizations has a positive effect on organizational trust.*

The Concept of Organizational Identification

The term identification was first used in the literature by Harrold Lasswell (1935) who worked in the field of political sciences studying the psychological, sociological, and lexical concept. Lasswell defined the concept of identification as the process in which the emotional bond with other people is guid-

ed, the perception of similarity occurs, and such success can only be achieved by the multiplicity of shared relationships and symbols (Silva, 2007). Organizational identification is defined by Tolman (1943) as "the attachment of an individual to any group he feels as a part" (Köse, 2009). Foote deems organizational identification as the basis of motivation (Foote, 1951). Kelman, on the other hand, said that one of the three important concepts that should be present in employees for the situational change processes of enterprises should be identification (Kelman, 1958).

Organizational identification is considered a concept explaining many important attitudes and behaviors in the organization since it is seen as a psychological field that serves as a key link or key that underlines the connection between employee and organization. Organizational identification is also seen as a tool to help employees work in the interests of the organization (Ashforth & Mael, 1989; Dutton et al., 1994). The emphasis on identification in the field of organizational behavior is defined as the degree of severity of self-organization and the way in which it defines the organization (Chreim, 2002). Employees may be at various levels of identification, at different levels of severity, or at the level of groups in which they are employed (work groups, departments, departments) (Bartels et al., 2007).

When people describe themselves, they often feel happier in organizations they feel close to. In short, because employees perform better in organizations where they identify throughout most of their organizational lives, they feel more connected than organizations they do not feel close to (Van Knippenberg & Van Schie, 2000). In this case, the leadership of the organization plays an important role in the formation of the culture and climate, which is felt by the employees themselves. When employees feel they belong to the circle, this means that they carry their value judgments and feelings to the organization. This functional process of working in an organization is called identification within the organization (Bartels et al., 2007). Identification with the organization means the integration of the objectives of the person in harmony with the organization (Ashforth & Mael, 1989). In this case, the effect of the predecessors on employees gaining organizational identification was analyzed. Developed and tested hypotheses;

> H3: *Empowering leadership in organizations has a positive effect on organizational identification.*

> H5: *Emotional intelligence in organizations has a positive effect on organizational identification.*

Methodology

The survey was conducted with a total of 381 employees in scope of the aim of the research. In the analysis, explanatory factor analysis and confirmatory factor analysis, and then reliability analysis, correlation analysis and regres-

sion analysis were performed, respectively, using SPSS 25 and AMOS programs. Both the sobel test and the hayes process were used in the mediation variable analysis. The questionnaire collected from the sample population consists of scales representing 4 variables. In the study, the questions developed by Aheame et al. (2005) and Arnold et.al (2000) (reliability value is 0.87 in the current study) (reliability value is 0.88 in the current study) were used in an *empowering leadership scale. Emotional intelligence;* 16 questions, developed by Wong and Law (2002) (reliability value value is 0.75 in the current study), were used and measured. *Organizational trust* is measured in the highest number of questions within factor analysis in the questions developed by Mayer et al. (1995), Robinson (1996), Nyhan and Marlowe (1997), Shockley-Zalabak et al. (2000), Huff and Kelley (2003). *Organizational identification;* is measured by questions developed by Mael and Ashforth (1992).

Research Aim

In this research, we aim to determine the effects of the emotional intelligence mediation variable effect of empowering leadership on the relationship between organizational trust and organizational identification within administrative staff in the production sector. Choosing the production sector allows employees to easily examine their thoughts, attitudes, and behaviors towards their organizations due to the intense work pace, and furthermore, to ensure that the turnover rate is more intense in the production sector. The reason for the selection of the white-collar employees is that they are in close contact with senior management and also because they form the waist bone, in other words, the thinking mechanism of the organization. Therefore, our research aim is to evaluate and analyze the attitudes of both the leadership and employees towards the emotional intelligence and the organization in the production sector.

Findings

A total of 381 white-collar people from the Public (175) and Private (206) answered our survey in accordance with the criteria. 186 female and 195 male white-collars answered to our survey. 36.7% of the participants were between the ages of 17-27 and 49.7% of them were between the ages of 28-40. The number of managers above the age of 41 is 13.1%. 11.4% (57 Participants) of them have Vocational School/Associate Degree, 67.4% (248 Participants) of them have bachelor's degree and 12.3% (76 participants) of them have postgraduate degrees. Descriptive analysis results of individual factors are shown in the table below. The achievement levels, based on the goals of the employees, stated 28 participants as "Too Low", 37 of them as "Low", 158 of them "Medium", 126 of them "High", and 32 of them "Very High". Areas of activity of the institutions where the participants work included 97 participants

who work in the "National", 176 participants who work in the "Regional", and 108 participants who work in the "International" activities.

Research Model

Based on the literature review, a research model including empowering leadership as an independent variable, emotional intelligence as mediation variable, and organizational identification and organizational trust as dependent variables is applied. Since a quantitative approach is determined statistically in the research, the relationships between the variables are examined in the research model. In a quantitative study, the effect of independent variables on dependent variable effects is investigated in the relationship between variables (Thomas et al., 2015).

Figure 2. Research Model
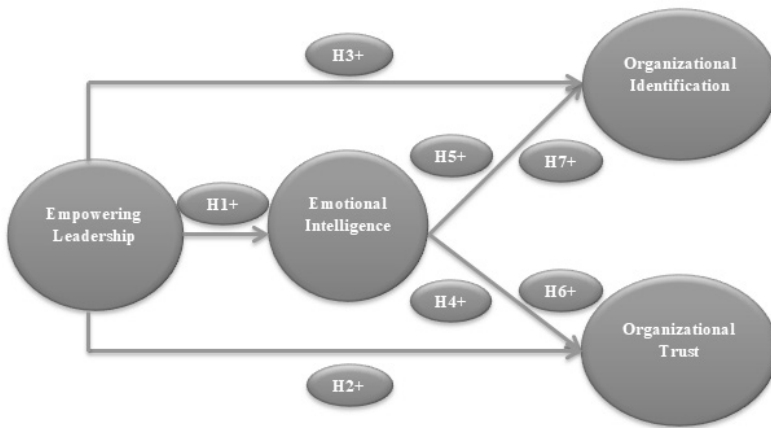
Analyses

Factor analysis is used to provide clues about the structure of the relationship between many variables which are thought to be related (İslamoğlu, 2011). Three methods are used to determine whether the data set is suitable for factor analysis. These are the formation of the correlation matrix, the Bartlett test, and the Kaiser-Meyer-Olkin (KMO) tests (Ural & Kılıç, 2013). If KMO test sample size is 0.7-0.8 good, 0.5-0.7 medium and should be at least 0.5, if less than 0.5, more data should be collected. Since KMO value; 0.960, exceeds 0.50 and Bartlett's test Sig. value is significant 0.000, the data set was found suitable for factor analysis.

The variables were measured on a 5-point Likert scale with a 53-item questionnaire. Variables of emotional intelligence, organizational trust, empowering leadership, and organizational identification were subjected to factor

analysis. As a result of explanatory factor analysis, the remaining 39 questions were distributed to 4 factors since they did not show 14 scale factor distribution and decreased reliability. Table 1 shows the factor distribution:

Table 1. Rotated Component Matrix[a]

| Rotated Component Matrix[a]	Component			
	1	2	3	4
EI3. In the Institution where I work, I really understand what I feel.	0.774			
EI1. In the Institution where I work, I often know very well the reasons for my particular feelings.	0.770			
EI12. In the Institution where I work, I always encourage myself to make every effort.	0.768			
EI4. In the Institution where I work, I know when I am happy or not.	0.761			
EI14. In the Institution where I work, I can overcome difficulties.	0.712			
EI9. In the Institution where I work, I have always set goals for myself and try to do my best to reach them.	0.711			
EI7. In the Institution where I work, I am sensitive to the feelings of others.	0.699			
EI5. In the institution where I work, I understand the feelings of my friends from their behavior.	0.696			
EI13. In the institution where I work, I can control my courage.	0.696			
EI2. In the Institution where I work, I understand my own feelings well.	0.695			
EI6. In the Institution where I work, I observe the feelings of others well.	0.686			
EI8. In the Institution where I work, I understand the feelings of the people around me.	0.682			
EI10. In the Institution where I work, I always tell myself that I am a competent person.	0.678			
EI17. In the Institution where I work, I control my own feelings well.	0.640			
EI11. In the Institution where I work, I can motivate myself.	0.633			
OG12. Our company maintains a long-term relationship with employees.		0.842		
OG12. Our company strongly emphasizes that staff informs them of what is important to them.		0.842		
OG12. If a person in our company promises something, others rely on keeping the promise.		0.841		
OG9. In our company, the problems are not concealed but are handled openly.		0.807		

OG8. I always trust the Institution where I work.	0.784		
OG7. The level of trust between managers and employees is very high in the Institution where I work.	0.777		
OG5. The Institution where I work cares and is respectful to its employees.	0.772		
OG6. The Institution where I work treats employees' personal rights fairly.	0.739		
OG3. The Institution where I work is usually managed openly.	0.688		
OG4. The Institution where I work, evaluates the performance objectively.	0.624		
OG2. The Institution where I work has an honest and fair operation.	0.592		
EL8. It encourages the members of the working group to exchange information with each other.		0.799	
EL9. It helps group members to work.		0.740	
EL9. It sets a good example of behavior.		0.738	
EL11. The working group teaches its members how to solve problems on their own.		0.685	
EL10. It pays attention to the efforts of my working group.		0.659	
EL6. The working group encourages its members to express ideas / suggestions.		0.635	
EL5. They listen to my working groups' ideas and suggestions.		0.524	
OI2. When someone criticizes the institution where I work, it feels like a personal insult.			0.770
OI3. I am interested in what others think about the institution where I work.			0.768
OI4. When I talk about the institution where I work, we usually say "we" instead of "they".			0.728
OI6. When someone praises the institution where I work, it makes me feel like a personal compliment.			0.720
OI5. The achievements of the institution where I work are my achievements.			0.714
OI1. I am embarrassed if a media report has criticized the institution where I work.			0.664
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 5 iterations.			

EI: Emotional Intelligence, OG: Organizational Trust, EL: Empowering Leadership,
OI: Organizational Identification

Confirmatory factor analysis It is used in the definition of statistical analysis in research models and in the analysis of more than one variable (Aytaç et al., 2012; Özdamar, 2013).

Figure 3. Confirmatory Factor Analysis
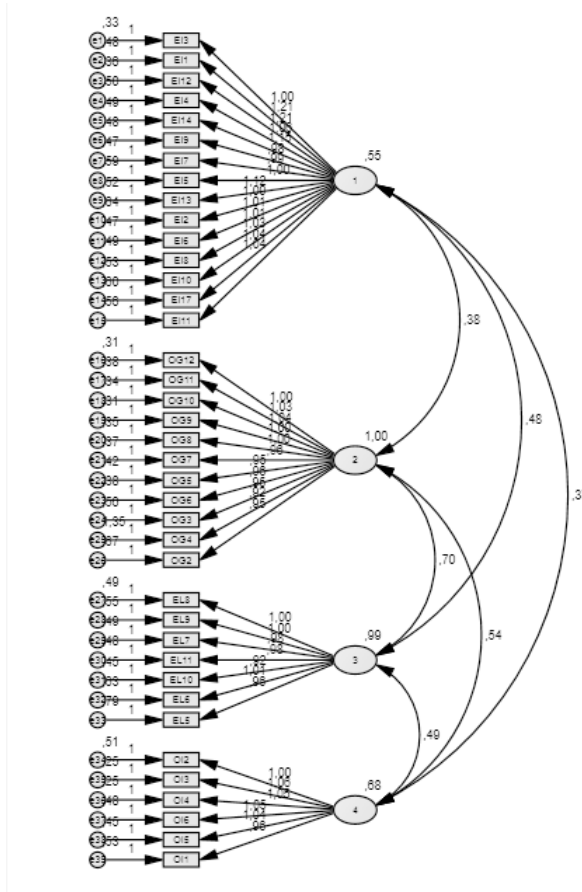
EI: *Emotional Intelligence, OG: Organizational Trust, EL: Empowering Leadership, OI: Organizational Identification*

In model fit there are accepted values for confirmatory factor analysis. These values are; GFI, CFI, NFI, IFI and RMSEA (Schumacker, 2006; İlhan & Çetin, 2014). When the values in Model Fit are considered, they are in accordance with the research model; X2/df=2.982<5, 0.90<IFI=0.911, 0.85<GFI=0.894, 0.90<NFI=0.918, 0.90<CFI=0.920, RMSEA=0.060<0.08. The validity of the 4-factor structure determined in the exploratory factor analysis is confirmed in the result of the confirmatory factor analysis in AMOS.

After the factor analysis, the reliability analysis of the scales representing the variables was performed. In his research in Nunnally (1978), it is considered appropriate for the cronbach alpha value to be 0.70 and above in the studies conducted in social science (Nunnally, 1978; Buyukozturk, 2007).

Table 2. Reliability Analysis

Variables	Number of Questions	Cronbach Alfa (α) Values
Emotional Intelligence	15	.948
Organizational Trust	11	.955
Empowering Leadership	7	.922
Organizational Identification	6	.912

Reliability is that the measurement tool consistently gives similar results in each case (Bell, et al., 2018). Reliability analysis is important in deciding whether the relationships between variables can be analyzed after factor analysis. Therefore, it can be deducted from variable analysis that does not provide reliability (Çelik & Bindak, 2005). Care should be taken to ensure that the scales representing variables are clear and understandable, do not make any other sense and are consistent. It is recommended that the scales are asked to the sample population in simple present tense (Bozdoğan & Öztürk, 2008). It can be seen in Table 2 that the cronbach alpha values of the variables are also suitable for reliability analysis.

Before regression analysis, corelation analysis is carried out to test the direction and strength of the relationships among the variables in the research model (Kalaycı, 2006). It is carried out to explain and interpret the relationships between variables statistically. The feature of the correlation analysis is that there are values between -1 and +1 among the variables and analysis is made according to these values.

Table 3. Correlations

Correlations		Emotional Intelligence	Organizational Trust	Empowering Leadership	Organizational Identification
Emotional Intelligence	Pearson Correlation	1	.491**	.613**	.565**
	Sig. (2-tailed)		0.000	0.000	0,000
	Sum of Squares and Cross-products	245.321	150.407	189.907	153.145
	Covariance	0.646	0.396	0.500	0.403
	N	381	381	381	381
Organizational Trust	Pearson Correlation	.491**	1	.684**	.617**
	Sig. (2-tailed)	0.000		0.000	0.000
	Sum of Squares and Cross-products	150.407	383.079	264.809	209.205
	Covariance	0.396	1.008	0.697	0.551
	N	381	381	381	381
Empowering Leadership	Pearson Correlation	.613**	.684**	1	.559**
	Sig. (2-tailed)	0.000	0.000		0.000
	Sum of Squares and Cross-products	189.907	264.809	390.955	191.393
	Covariance	0.500	0.697	1.029	0.504
	N	381	381	381	381
Organizational Identification	Pearson Correlation	.565**	.617**	.559**	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	Sum of Squares and Cross-products	153.145	209.205	191.393	299.641
	Covariance	0.403	0.551	0.504	0.789
	N	381	381	381	381
**. Correlation is significant at the 0.01 level (2-tailed).					

As a result of the correlation analysis, it can be explained that the relationships between the variables are positive and they affect each other positively.

After the correlation analysis, regression analysis was performed to test and analyze the hypotheses. The regression analysis results showing the effect of the independent variable on the dependent variable except for the mediation variable effect are shown in table 4.

Table 4. Results of Regression Analysis

IV	DV	Standart β	Sig.	Adjusted R²	F Value
Empowering Leadership	Emotional Intelligence	.613***	,000	.374	228.399
Empowering Leadership	Organizational Trust	.684***	,000	.467	333.702
Empowering Leadership	Organizational Identification	.559***	,000	.311	172.432
Emotional Intelligence	Organizational Trust	.491***	,000	.239	120.157
Emotional Intelligence	Organizational Identification	.565***	,000	.317	177.581

IV: Independent Variables, DV: Dependent Variables

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

As can be seen in Table 4, as a result of the regression analysis, it can be explained that the independent variables have a positive effect on the dependent variables. Table 5 describes whether hypotheses are supported according to regression analysis results.

Table 5. Hypotheses Results

Hypotheses	Supported / Unsupported	Significance Level (Sig.)
H1: *Empowering leadership in organizations has a positive effect on emotional intelligence.*	**Supported**	*P<0.001*
H2: *Empowering leadership in organizations has a positive effect on organizational trust.*	**Supported**	*P<0.001*
H3: *Empowering leadership in organizations has a positive effect on organizational identification.*	**Supported**	*P<0.001*
H4: *Emotional intelligence in organizations has a positive effect on organizational trust.*	**Supported**	*P<0.001*
H5: *Emotional intelligence in organizations has a positive effect on organizational identification.*	**Supported**	*P<0.001*

In the research model, in order to determine the effect of the mediation variable, the role of emotional intelligence, in the relationship between the em-

powering leadership independent variable and organizational trust and organizational identification dependent variables, as well, whether its effect on the hypotheses established as a result of the analyzes, was indicated;

Table 6. Results of Mediation Variable (MV) Effect

	IV	DV	Standart β	Sig.	Adjusted R^2	F Value
Regression	Empowering Leadership	Organizational Trust	.614	.000	.467	333.702
	Emotional Intelligence (MV)		.114***	.000	.474	171.889
Regression	Empowering Leadership	Organizational Identification	.341	.000	.311	172.432
	Emotional Intelligence (MV)		.356***	.000	.388	121.674

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

In the hypotheses in which we measure the mediation effect of emotional intelligence, it is seen that the emotional intelligence mediation variable has an effect between the empowering leadership independent variable and organizational trust and organizational identification dependent variables. In fact, employees support their trust and organizational identification with the empowering leadership style, together with the intermittent effect of emotional intelligence.

One of the tests used in mediation analysis is the Sobel (1982) test. In the Sobel test; The uncorrected regression coefficients and standard error values of the related variables are used in calculating the mediation effect. Mackinnon et al. (1995) made it possible to popularize the sobel test. However, it should not be forgotten that the sobel test has Aroian (1944/1947) and Goodman (1960) versions.

Table 7. Sobel/Aroian/Goodman Analysis; To determine whether the emotional intelligence mediation variable has an effect on the relationship between empowering leadership and organizational identification

	Input:		Test statistic:	Std. Error:	p-value:
a	0.486	Sobel test:	6.37061322	0.0299811	0
b	0.393	Aroian test:	6.35926389	0.03003461	0
Sa	0.032	Goodman test:	6.38202354	0.0299275	0
Sb	0.056				

When the p value is less than <0.05, the effect of the mediation variable is accepted.

Table 8. Sobel/Aroian/Goodman Analysis; To determine whether the emotional intelligence mediation variable has an effect on the relationship between empowering leadership and organizational trust

	Input:		Test statistic:	Std. Error:	p-value:
a	0.486	Sobel test:	2.37711638	0.02903181	0.01744858
b	0.142	Aroian test:	2.37210564	0.02909314	0.01768703
Sa	0.032	Goodman test:	2.382159	0.02897036	0.01721146
Sb	0.059				

When the p value is less than <0.05, the effect of the mediation variable is accepted.

Mediation Variable (MV) Effect Analysis with Hayes Process; The effect of the mediation variable was tested with the hayes process macro program developed by Hayes (2017). This program was added to the SPSS program and the model 4, which is suitable for the research model, was tested in the framework of mediation variable models.

Table 9. Mediation Variable Effect According to Hayes Process Analysis

H6: Hayes Process Analysis; Examining of the effect of emotional intelligence mediation variable on the relationship between empowering leadership and organizational identification	H7: Hayes Process Analysis; Exmining of the effect of emotional intelligence mediation variable on the relationship between empowering leadership and organizational trust
PROCESS Procedure for SPSS Version 3.4	PROCESS Procedure for SPSS Version 3.4
Written by Andrew F. Hayes, Ph.D. www.afhayes.com	Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2018). www.guilford.com/p/hayes3	Documentation available in Hayes (2018). www.guilford.com/p/hayes3
Model: 4	Model : 4
Y: Organiid	Y: Organitr
X: Empoweri	X: Empoweri
M: Emotiona	M: Emotiona
Sample	Sample
Size: 381	Size: 381
Indirect effect(s) of X on Y:	Indirect effect(s) of X on Y:
Effect BootSE BootLLCI BootULCI	Effect BootSE BootLLCI BootULCI
Emotiona ,1910 ,0400 ,1146 ,2726	Emotiona ,0691 ,0408 ,0066 ,1532
Partially standardized indirect effect(s) of X on Y:	Partially standardized indirect effect(s) of X on Y:

Effect BootSE BootLLCI BootULCI	Effect BootSE BootLLCI BootULCI
Emotiona ,2150 ,0459 ,1302 ,3081	Emotiona ,0688 ,0416 ,0067 ,1553
Completely standardized indirect effect(s) of X on Y:	Completely standardized indirect effect(s) of X on Y:
Effect BootSE BootLLCI BootULCI	Effect BootSE BootLLCI BootULCI
Emotiona ,2181 ,0462 ,1322 ,3130	Emotiona ,0698 ,0416 ,0069 ,1571

In order to understand whether the mediation variable has an effect, the result of indirect effect (s) of X on Y is checked. If there is a value of "0" between BootLLCI and BootULCI, the mediation effect cannot be mentioned. As a result of the test, it is confirmed that the mediation variable of emotional intelligence has a significant effect since there is no "0" value between BootLLCI and BootULCI.

Hypothesis results;

Table 10. Hypothesis results representing mediator variable effect;

Hypotheses	Supported / Unsupported	Significance Level (Sig.)
H6: *Emotional intelligence has a mediation variable effect on the relationship between empowering leadership and organizational identification in organizations.*	**Supported**	**P<0.001**
H7: *Emotional intelligence has a mediation variable effect on the relationship between empowering leadership and organizational trust in organizations.*	**Supported**	**P<0.001**

In our research model in which the affective variable of emotional intelligence is measured, it is revealed that emotional intelligence has an effect on the relationship between empowering leadership and organizational identity and empowering leadership and organizational identification. This situation shows that emotional intelligence not only has an effect on an employee's feeling of trust and identification with the organization, but also affects employees in terms of the interchangeable effect of emotional intelligence.

Discussion

Increasing competition in organizations brings with it the desire to achieve better results. For this reason, most organizations today require employees with positive personality traits and high levels of emotional intelligence in order to maintain a more effective and productive organization. In today's conditions, employees have negative feelings and thoughts due to different reasons and as a result, efficiency cannot be provided for organizations. Employees who have a positive mood, motivation, strong relationships, and pos-

itive organizational environment will contribute to the future of the organization. At this point, the power of emotions is of great importance. Emotions, which are an indispensable part of our business and private life, were once seen as a symbol of weakness. Emotions were expressed as a concept that affects our thoughts and behaviors and prevents us from rational thinking. Over time, emotions have become the focus of business life. The Emotional intelligence concept has emerged because emotions are so important. In the research, it is argued that the behavior of leaders with towards employees is important in shaping the perceptions of employees' attitudes and behaviors (Eisenberger et al., 1986). The fact that employees feel strongly about leadership behaviors usually means that the leaders make great efforts. Because, in order for the employees to feel they belong to the organization, first of all, the leaders must provide support to the employees and provide an atmosphere of peace within the organization. Another characteristic of leaders is that they develop the skills of the employees and make them feel that they are a part of the organization, namely by giving them authority to make decisions (Yun et al., 2005). In other words, in the face of the demands and requests of employees from organizational management, leaders need to make efforts to provide more coaching, training, in addition to providiging more resources for the employees (Arnold et al., 2000; Wilson et al., 2004). Furthermore, according to previous theories and findings, empowered leaders are more likely to actively engage in beneficial behavior and to establish supportive, reciprocal relationships with followers (Bowers & Seashore, 1966; Srivastava et al., 2006). Therefore, employees perceive that their leaders are supportive in their coaching, training, and empowerment. In the results of the analysis, it was found that emotional intelligence, under the influence of empowering leadership and mediation variables, had positive effects on the strong commitment of employees to the organization and the identification of employees within the organization. Employees need to be motivated to be proactive and productive (Hackman & Oldham, 1976), and employees need to be ready for emotional intelligence to achieve this. Particularly, there should be a leadership style to eliminate any negative attitudes and thoughts about the organization and make employees feel that they belong to the organization. It can be argued that if leaders support the employees with empowering behavior, negative factors such as cynicism, employee departures, and burnout would not occur in organizations. An important study supporting the results of the study was conducted by Chen et al. (2011) In this study, Empowering leadership is considered an important leadership style that creates positive change in organizations and increases employee motivation and trust in the organization (Chen et al., 2011). It helps employees feel better in their organization if their leaders have high credibility and discretion. For this reason, the styles of leaders in top management are very important, both for the organization and the employees.

Conclusion

When employees perceive collective empowerment from their leaders, they feel that they belong to the Organization and tend to cooperate. Empowering leaders aims to promote a collaborative climate within the organization, creating a climate of trust for employees. Leaders are encouraged to solve existing problems by acting together in order to create an organizational identity, thus making the employees feel like their organization is their own home. Such empowering behaviors have an important effect on increasing the meaningfulness of the work done, increasing the employees' perception of trust towards the organization, and maintaining a sense of trust. Emotional intelligence is the ability to acquire emotions under control, to establish healthy and harmonious social effects, and to lead a happy life. People make up organizations and people give direction to emotions. Leaders who want to manage people effectively and make organizations successful are expected to understand and manage employees' emotions (Kılıç et al., 2007).

Leaders are likely to encourage employees to proactively focus on their roles in an effort to make positive changes in organizations. When leaders trust employees' abilities, employees may feel compelled to do their best in their attitudes and behaviors in order to mobilize their beliefs and confidence in their own competencies. While empowering leaders eliminates bureaucratic constraints, they provide employees with the opportunity to make a positive impact on the organization by spending time and effort on their own tasks. In this way, Empowering Leaders creates a strong synergy within the organization by providing a high level of motivation on the part of the employees since they have important roles in gaining an identity in the organization (Arnold et al., 2000; Pearce & Sims, 2002). Ensuring a good social environment in organizations and the coexistence of healthy and harmonious employees is an important phenomenon, but their leaders are expected to apply the concept of emotional intelligence in a strengthening manner. In the 21st century, it is important that empowering leaders and employees, who strengthen the direction of emotional intelligence, remain together in organizations. It is thought that it is useful to conduct and investigate new research about the adaptation of the emergence of leadership styles and its impact on the behaviors of employees in organizational cultures that are not often seen in the literature and must be examined within the context of leadership styles in the 21st century. Moreover, it should not be ignored that unique demographic characteristics of leaders and employees will also contribute to their studies.

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