What Do We Really Lose When We Lose Leadership?

Developing A Measure for Assessment of Worries about Losing Leadership

by

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Abstract

The succession process refers to handing over of the management control to someone else (Ali & Howorth, 2001). This process is especially critical in the context of family business due to it specific characteristics and its dynamics of the relationship among family members (Handler & Kram, 1988). We assert that leader's worries about losing the leadership status have an impact on the process. The aim of the current study was to conceptualize and operationalize the phenomenon of worries about losing leadership (WALL), in addition to developing a scale to assess the experience of worries about losing leadership role in family organizations. Two studies were conducted to validate the scale of WALL. First, four dimensions were proposed and these four dimensions confirmed by confirmatory factor analysis (CFA) in the conceptualization of WALL as follows worries about losing leader's status, worries about losing identity without own business, worries about the company's future, and worries about the competency of the new generation. Second, WALL was found to be positively correlated with workaholism, intolerance of uncertainty, organizational identification and job involvement. The results will be discussed in terms of its contributions to science and practice.

Keywords: leadership, worry, workaholism, intolerance of uncertainty, job involvement, organizational identification.

Özet

Ardıllık süreci, yönetim kontrolünün bir başkasına devredilmesini ifade eder (Ali ve Howorth, 2001). Bu süreç özellikle kendine has özellikleri ve aile üyelerinin arasındaki ilişkinin dinamikleri nedeniyle aile işletmesi bağlamında kritik öneme sahiptir (Handler ve Kram, 1988). Liderlerin liderlik statüsünü kaybetme konusunda endişelenmeleri de süreç üzerinde etkili olmaktadır. Bu çalışmanın amacı, aile şirketlerinde liderlik rolünü kaybetme endişesi deneyimini ölçmek için bir ölçek geliştirmenin yanı sıra fenomeni kavramsallaştırmak ve işlevsel hale getirmektir. Liderliği Kaybetme Konusunda Endişeler (LKKE) ölçeğini doğrulamak için iki çalışma yapılmıştır. İlk olarak, bu ölçeğin kavramsallaştırılmasında dört boyut tasarlandı ve bu boyutlar doğrulayıcı faktör analizi ile doğrulandı. Bu boyutlar liderin statüsünü kaybetme konusunda endişeler, işi olmadığında kendi kimliğini kaybetme konusunda endişeler, şirketin geleceği hakkında endişeler ve yeni neslin yeterliliği konusunda endişeler olarak belirlendi. İkinci olarak, bu ölçek, işkoliklik, belirsizliğe karşı tahammülsüzlük, örgütsel özdeşleşme ve işe bağlılık ile pozitif ilişkili bulunmuştur. Elde edilen sonuçlar bilime ve uygulamaya katkısı bakımından tartışılacaktır.

Anahtar Kelimeler: liderlik, endişe, işkoliklik, belirsizliğe karşı tahammülsüzlük, işe bağlılık, örgütsel özdeşleşme.

Acknowledgements

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Acronyms

AVE Average Extracted Variance

CFA Confirmatory Factor Analysis

CFI Comparative Fit Index

COR Conservation of Resources Theory

CR Composite Reliability

df Degrees of Freedom

IUS Intolerance of Uncertainty Scale

RMSEA Root Mean Square of Error Approximation

SEM Structural Equation Modeling

SRMR Standardized Root Mean Square Residual

TLI Tucker-Lewis Index

WALL Worries about Losing Leadership

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Introduction

"Succession in a family business is probably the most complex management challenge anybody faces."

Peter Davis (1988)

Family businesses have been part of the business world from the beginning and made an important contribution to economies throughout the world (Filser, Kraus, & Mark, 2013). *"Family business"* refers to companies that are owned or controlled by a family and in which one or more relatives is involved with management (Lee-Chua, 1997). It has been estimated that 80 percent of all firms in the U.S. and European Union economy conform to this definition (Harvey & Evans, 1994; Dunn, 1995). Despite the huge position the companies occupy in business world, a number of studies have highlighted succession process is one of the biggest problems and failure rate in this process is very high. Currently, the average longevity of the family business is only 24 years, which is also the average tenure of the founders of the firm (Perryer & Te, 2010). Also, one-third of family businesses only survive into the second generation, and only about 10-15 percent make it into the third generation (Perryer & Te, 2010). Succession process has the potential to give rise to negative outcomes in organizations such as conflict and chaotic environments as consequences of the changes in the company structure (Chrisman, Chua & Sharma, 2000). Research has shown that, the process of succession is associated with more difficulty within the family business with regards to the specific characteristics of such companies, in addition to the dynamics of the relationship among family members (Handler & Kram, 1988). However, not only does these seem to influence the process being difficult, but also, leader's being worried about losing

their leadership status have an impact on the process. For example, leaders may experience stress which builds the difficulty of the succession process (Ali & Howorth, 2001).

A key challenge in this process, considering the experiences of leaders, is understanding and assessing the phenomenon of worries about losing leadership role in family businesses. In attempts to understand this challenge, the current study conceptualizes and operationalizes this phenomenon, in addition to developing a scale to assess the experience of worries about losing leadership in family organizations. As such, this study is expected to have both scientific and practical contributions. First, the available literature focusing on the association between worry and leadership is mainly restricted to the concept "worries about leadership" which was suggested by Aycan and Shelia (2017). This concept refers to the tendency to the thought of probable negative consequences of this role creates the worries on people, when people assume having a leadership role (Aycan & Shelia, 2017). The concept of "worries about losing leadership" is inspired by this concept. It may be thinkable that "worries about losing leadership" which people who have been in leadership positions for a long time may also have different worries as well as WAL concept. This WALL concept has never been studied before in the leadership literature. Second, research affirms that one of the most crucial issues that family businesses face with is the succession process (Chrisman, Chua, & Sharma, 2000) also makes it a necessity to develop intervention programs to help leaders to cope with their worries associated with losing their leadership role. Herein, developing a scale to assess the construct is expected to make a significant contribution to develop interventions.

The succession process refers to handing over of the management control to someone else (Ali & Howorth, 2001). According to Collins (2001) good companies can turn into great companies through the process of the arrival of a new CEO. However, this finding indeed is in contrast with the line of research that attests the process of succession is a chaotic time for

most organizations (Ali & Howorth, 2001; Chamorro-Premuzic, Curphy, Hogan, & Kaiser, 2018; Filser, Kraus, & Mark, 2013) and that a smooth succession process seems quite unlikely (Handler & Kram, 1988). The level of succession related stress becomes more elevated in the family business due to the involvement of personal emotions and the concern regarding making the right choice of deciding on who will be the next leader (Filser et al., 2013). In line with these arguments, empirical work articulates that problems with the succession planning is one of the most significant reasons why family-owned businesses usually cannot exist in the long run (Lansberg, 1988).

Although various factors play role in this instance, as it is mentioned before, the current study focuses on the experiences of leaders in this process. Most research suggests that the difficulty of succession process in the family business stem from the emotional reactions of the leader such as the tendency of sustaining the leadership position (Fisch, Watzlawick, & Weakland, 1974; Doud & Hausner, 2000). There is evidence that these worries are most likely to arise from fear of losing the status in family or in company by giving up on the leadership role (Sonnenfeld & Spence, 1989), from the strong emotional attachment between the leader and the company (Levinson, 1971), and from the difficulty of acknowledging the mortality and retirement (Lansberg, 1988).

In this study, the overall experiences of individuals who are to leave their leadership role behind are referred as worries. Accordingly, the novel construct is created in the current study entitled "worries about losing leadership" (WALL). The construct can be defined as the leader's worries about the probable negative consequences as a result of retirement or the loss of the leadership role. As such, this work allows us to conceptualize and operationalize the construct of worries leaders experience during succession process and to assess it, particularly in the family business context.

Worries About Losing Leadership

The worries about losing leadership refers to the concerns people have regarding the possible negative consequences of losing the leadership role. According to literature and experts' opinions (Z. Aycan & A. Altan-Atalay, personal communication, Nov 17, 2018), these concerns may stem from four different domains (Howorth & Ali, 2001; Sonnenfeld & Spence, 1989; Perryer & Te, 2010; Lee-Chua, 1997; Handler & Kram, 1988; Lee-Chua, 1997; Sharma, Chua & Chrisman, 2000; Filser, Kraus & Mark, 2013; Baranch & Ganitsky, 1995; Lansberg & Astrachan, 1994; Ibrahim, Soufani & Lam, 2001). Notably, the concerns leaders experience when leaving their position are clustered under four different domains (1) "worries about losing leader's status" referring to the fear of losing status in the other domains of life as well, as a result of leaving the leader status (Howorth & Ali, 2001; Sonnenfeld & Spence, 1989; Perryer & Te, 2010; Lee-Chua, 1997), (2) "worries about losing identity without own business" which refers to the tendency to conceptualize the business as an extension of the self and not being able to define the self, independent from business (Handler & Kram, 1988; Perryer & Te, 2010), (3) "worries about the company's future" is the leader's fears about his/her company's longevity and future process (Sharma, Chua & Chrisman, 2000; Filser, Kraus & Mark, 2013) and (4) "worries about the competency of the new generation" refers to the leader's negative thoughts about the next generation's competency (Filser, Kraus & Mark, 2013; Baranch & Ganitsky, 1995; Lansberg & Astrachan, 1994; Ibrahim, Soufani & Lam, 2001). The conceptualization of the construct of WALL will be clarified through concepts such as workaholism, intolerance of uncertainty, job involvement, organizational identification and generation gap; and through Hobfoll's (1989) Conservation of Resources Theory and based on these, I have developed a scale of WALL as composed of four dimensions.

Dimensions of Worries About Losing Leadership

      Worries About Losing Leader's Status. The first dimension of WALL that is "worries about losing status" basically illustrates the concept of leaders being afraid of the consequences of losing the leadership status such as the possibility of losses with regards to perceived competency of themselves, and the respect that others have for them. Presumably, these assumptions are responsible of making them feel powerless and useless in a way that they might feel worthless without their leadership status which may indicate the tendency to try conserving the leadership status. This condition can be elucidated through Hobfoll's (1989) Conservation of Resources Theory (COR). The theory suggests that people struggle to acquire, protect and increase their valuable resources and they experience stress in case of a threat to the available resources, or the resources are really lost or when the available resources are not sufficient (Hobfoll, 1989).

      It is noteworthy to mention that there are no previous studies on the leadership literature directly take COR theory into account however; there may be a supposed relationship between the WALL and the COR Theory (Hobfoll, 1989). Such as, the leader may perceive the idea of losing leadership role as a resource loss due to the fact that it helps maintaining the self-esteem or self-worth (Lee-Chua, 1997). Put it differently, leaders might experience inferiority feelings in terms of losing control and power on the company (Perryer & Te, 2010) and finally, losing the role of a leader might be coupled with the perception of losing the status within the community as well (Lansberg, 1988).

      Furthermore, most of the time the owners of the company dedicate their life for the business of their own, and they have a lot less interests outside the business (Perryer, & Te, 2010). For instance, they might have the perception of "I am nothing without the business." (Doud, & Hausner, 2000). Workaholism can be defined as "the compulsion or the uncontrollable need to work incessantly" (Qates, 1971, p.11) and people who see themselves

as inseparable from their work are mostly perceived as workaholics. People who are highly workaholic tend to spend extraordinary amount of time for their work (Spence & Robbins, 1992) which indeed might give birth to negative consequences regarding psychological and physical well-being (Líbano, Llorens, Salanova & Schaufeli, 2010). For example, Minirth et al. (1981) in their study concluded that that "workaholism produces only anxiety, worry, hopelessness, hate, despair, frustration, loss, pain, grief, sleeplessness, mental stress" (pp. 34–35).

Workaholism has two dimensions that are (1) working excessively and (2) working compulsively. The former one indicates that the individual places more work than other activities in his/her life and that s/he works a lot harder than it is required (Schaufeli et al., 2006). The latter on the other hand, is responsible for making individuals feel like they are obliged to work with a sense of coercion and necessity (Schaufeli et al., 2006). Based on these findings, it is reasonable to predict that leaders who have greater scores on workaholism are more likely to experience worries about losing leadership. Due to the fact that these leaders are highly addicted to their work (Schaufeli et al., 2006) and being in the role of a leader, if/when they lose their role they might be more likely to think themselves as nothing without their business comparing to leaders who are low on workaholism.

Worries About Losing Identity without Own Business. "Worries about losing identity without own business" is represented as a second dimension of WALL. This dimension can be defined as the tendency to conceptualize the business as an extension of the self and not being able to define the self without the business. Thus, when these people lose their business, they can perceive this situation as a threat for themselves because being retired or losing the leader status can be extremely anxiety provoking for the individuals who have a strong identification with their business and the leader role. This dimension is different from first dimension because while this dimension only represents leaders and their work as a

whole, first dimension includes leaders' opinions and their environment's opinions. This dimension will be further investigated through two subdimensions following: job involvement and organizational identification that are basically put under the category of work-related attitudes (Blau & Boal, 1987).

Organizational identification is defined as the perception of union with the organization in terms of the overlap between individual and organizational values in working people (Riketta, 2005). Also, job involvement is the degree of individual's identification with his/her job psychologically (Myers et al., 2016). Organizational identification is important for individuals because it is an area through which they define themselves (Myers et all., 2016) since they communicate with others by using this identification which eventually becomes a part of the self-identity (Myers et al., 2016). Accordingly, "worries about losing identity without own business", specifies the situation in which leaders who are highly identified and involved with their organization thinking that they lose a significant part of their personal identity when losing the leadership position. It is due to the fact that leaders define their self-identity coupled with the position itself and more general with their job. The threat directed towards this identity and possibility of losing that connection may trigger feeling of worry because their business is indeed the core of their self-concept. Thus, one can argue that leaders may not want to leave because leaving the leadership position can be perceived as a threat for the self-identity motives such as their work and their self-esteem (Myers et al., 2016). Correspondingly, they may choose to resist to leave leadership position and therefore, avoid the threat for their self-identity.

Worries About Company's Future. The current study is offering "worries about the company's future" as another dimension of WALL, that is associated with unwillingness to get retired due to the concerns regarding what will happen to the company when the new leader takes over the management. Such an ambiguity regarding the future is suggested as a

factor that possibly would increase the levels of WALL. Previous studies that focus on the

relationship between worry and ambiguity have indicated that these two constructs are highly

correlated. (Dugas et al., 1997). The underlying focus of the feelings of worry is on the future

and thusly, people who have tendency of being intolerant of uncertainty are documented to be

more likely to experience worry (Ladouceur, Gosselin, & Dugas, 2001). That is why the

current dimension might have a strong association with the construct of intolerance of

uncertainty.

The intolerance of uncertainty is defined as a predisposition which involves emotional,

cognitive and behavioral negative response to uncertain events and situations (Buhr & Dugas,

2002). According to Buhr and Dugas (2002), there are four dimensions of intolerance of

uncertainty which are "uncertainty is stressful and upsetting", "uncertainty leads to the

inability to act", "uncertainty events are negative and should be avoided", and "being

uncertain is unfair". MacLeod and his colleagues (1991) emphasized that concerns based on

the uncertainty about outcomes of the future incidents may be identified as a worry. Indeed, it

was shown that there is a relationship between intolerance of uncertainty and worry, and that

worriers have different features from non-worriers in terms of the discomfort that they are

experiencing in situations that bear uncertainty (Metzger, Miller, Cohen, Sofka, & Borkovec,

1990). For example, when worriers complete tasks that involves ambiguity, they experience

more difficulty compared to the non-worriers and that the performance is influenced

negatively because of the uncertainty and they need more information to decrease uncertainty

level before they arrive at a decision (Metzger, Miller, Cohen, Sofka, & Borkovec, 1990).

These studies show the important role intolerance of uncertainty play in worry (Buhr &

Dugas, 2002).

With regards to these, it can be predicted that if a person is highly intolerant of

uncertainty s/he may be more likely to experience worries about losing leadership because of

the concerns about the company's future in terms of its success and longevity. For example, leaders may generate catastrophic scenarios about the company's going bankrupt due to certain problems in management after they are retired. Accordingly, it is likely that company owners resist the succession process due to their worries regarding the future of the company.

Worries About Competency of the New Generation. Last dimension which is "worries about the competency of the new generation" can be defined as current leaders' negative thoughts about the next generation's competency as potential leaders. Such as the old generation of leaders might believe that the new generation do not have the capacity to manage their family business as they did. Thus, worries about the new generation's competency might have an impact on increasing the degree of WALL. Presumably, the worries about competency of the new generation stem from the gap between the generations which refers to differences in the values, communication styles and attitudes between two distinct age groups, often between parents and their children (Tolbize, 2008). Tolbize (2008) explained the generation gap through the difference in the characteristics of people born in different eras. For example, baby boomers who are individuals born between 1943 and 1965 had been documented to be individuals who are respecting authority and fond of hierarchy and formality. They are also found to be extremely performance driven and work focused. Whereas, people that are born in more recent decades that are generation X and Y, who are independent, are more inclined to balance their time between work, family and perhaps recreational activities (Tolbize, 2008).

Accordingly, these generational differences might give rise to the perception of new generation leaders to be perceived as not competent by the current leaders. When the current leaders evaluate the new generation's competency and features, they compare these with their own and as a result of this, the current leaders may think that the competency and the feature of the new generation are not sufficient for being a leader. That is why, the old leaders might

want to choose different paths rather than handing over the management control to the new generation such as postponing the retirement for the continuity and success of the family business. That can be articulated as the generation gap problem being insurmountable in the succession process. It is also worth noting that these generational differences may make it difficult to protect harmony of the family business and longevity of the family business. Considering all of these, all hypotheses can be stated as:

Hypothesis 1: There will be four dimensions of this construct which are "worries about losing leader's status", "worries about losing identity without own business", "worries about the company's future" and "worries about the competency of the new generation".

Hypothesis 2: There will be a positive association between the intolerance of the uncertainty and the all dimensions of worries about losing leadership.

Hypothesis 3: There will be a positive association between the workaholism and all dimensions of the worries about losing leadership.

Hypothesis 4: There will be a positive association between job involvement and all dimensions of the worries about losing leadership.

Hypothesis 5: There will be a positive association between organizational identification and all dimensions of the worries about losing leadership.

Method

WALL Scale was developed and validated in two phases. The first phase, which involved in depth interviews with people who are running family business, was aimed at item generation. After this phase, first version of WALL consisting of 35 items was developed. In the second phase, factor structure of the measure was examined. In addition to that items were eliminated and the validity of the measure was tested.

Phase 1 – Item Generation

Participants

20 individuals were interviewed with the purpose of generating items for the WALL scale. The sample consisted of the owners of the family businesses. The participants were recruited through personal contacts. The interviewees were selected based on the following criteria; having a family business, being the leader of the business for a long time, and preparing to transfer the leadership to his/her children who has been in the business. Additionally, in order to eliminate any possible age-related and gender-related differences, samples involved individuals from a variety of different age ranges and that both females and males.

Interviewees consisted of 3 females and 17 males with a mean age of 56.64 years (*SD* = 10.77). While 19 participants were married, 1 participant was divorced. Out of 20 participants, 11 were born in urban area and 9 were born in rural area. Next, 19 of them lived in urban area and 1 of them lived in rural area. When their education level was examined, out of 20 participants, 7 were high school graduates, 4 were university graduates, 4 were middle school graduates, 2 were master graduates and 1 was primary school dropout, 1 was university dropout and 1 was master dropout (See Table 1 for detailed information).

All interviewees were working in family businesses involved in different sectors such as food, textile, construction, energy, electronic, service and automotive. Out of 20 companies, 9 were working in food sector, 6 were working in service sector, 2 were working in textile sector, 2 were working in automotive sector and 1 was working in energy sector (See Table 1 for detailed information).

Measurement

Data from all interviewees were collected through a semi-structured interview that is composed of two sections. The interview questions were composed of demographic questions (such as age, marital status, education and work experiences) and questions focusing on their family business in order to gain knowledge about organization such as the founder of the company and sector of the company.

As the second part, some questions that were related to thought of relinquishing the leadership and worries about leaving the leadership was the main focus of the interview. These questions were generated by examining related literature and taking experts' opinions (Z. Aycan & A. Atalay, personal communication, Nov 17, 2018). According to the responses, the possible causes of the worries about losing leadership were analyzed. Sample questions can be given such as "do you have a worry about losing power on your employees, when you leave the leadership? or "do you have a worry about the reduction in respect and love for you, when you leave the leadership" (See Appendix B).

Procedure

Interviews were conducted at different places such as interviewees' offices, meeting rooms of their companies or houses of interviewees. After signing the consent form (See Appendix A), participants were interviewed individually. Interviews were recorded, which was already stated in the consent form, but participants were informed verbally one more time for the confirmation. The interview process lasted approximately 25-

30 minutes each. Following the interviews, the voice recordings were analyzed in detail and merged. First, the demographic information of both the interviewee and their family business were noted. Second, the answers of the interviewees to the questions about possible worries about losing leadership and their thoughts of relinquishing the leadership were listed, and transformed as an item sentence in the item pool of WALL. This item pool included 48 items. According to expert' opinions, 13 items which are very similar to other items were deleted (Z. Aycan & A. Atalay, personal communication, Feb 15, 2019). Final form of the questionnaire consisted of 35 items.

<h2 style="text-align:center">Phase 2 – Validation Study</h2>

Participants

To validate items, 245 individuals filled out the questionnaire as hardcopies. The sample consisted of the owners of the family businesses. The participants were recruited through personal contacts. In order to meet with the inclusion criteria; individuals should own a family business and hold the same leader position in the family business for a long time and be close to transferring their leadership. Additionally, in order to eliminate any possible age-related and gender-related differences, samples involved individuals from a variety of different age ranges and that both females and males. Also, the owners of the family businesses do not indicate any specific generation due to eliminate generational differences.

The participants consisted of 22 females and 223 males with a mean age of years 53.40 (*SD* = 7.55). While 237 participants were married, 5 participants were divorced and 3 participants were widowers. Out of 245 participants, 143 were born in urban area and 102 were born in rural area. In addition, 222 of them lived in urban area and 23 of them lived in rural area. When their education level was examined, out of 245 participants, 74 were high school graduates, 93 were university graduates, 28 were middle school graduates, 13 were master graduates, 10 were primary school graduates and 1 was literate without school, 1 was

primary school dropout, 5 were middle school dropout, 9 were high school dropout, 10 were

university dropout and 1 was master dropout (See Table 1 for detailed information).

All participants were working in family businesses involved in different sectors such

as food, textile, construction, energy, electronic, service and automotive. Out of 245

companies, 36 were working in food sector, 57 were working in service sector, 49 were

working in textile sector, 17 were working in automotive sector, 42 were working in

construction sector, 20 were working in electronic sector and 24 was working in energy sector

(See Table 1 for detailed information).

Measures

Demographic information. Demographics consisted of questions about age, gender,

marital status, birthplace, home city, level of education, existing year of the company,

generation of the company, number of the employees, position year in leadership and sector

of the company (See Appendix D).

Intolerance of uncertainty (IUS). IUS is composed of 27 items responded on a 5-

point-Likert scale that assess individuals' reactions to uncertain situations. This scale includes

four factors: (1) uncertainty is stressful and upsetting, (2) negative self-assessment about

uncertainty, (3) disturbing thoughts about the uncertainty of future, (4) uncertainty keeps me

from acting (Freeston et al., 1994). "Uncertainty is stressful and upsetting" factor includes a

such item which is "Uncertainty makes me uneasy, anxious, or stressed". Also, "Disturbing

thoughts about the uncertainty of future" factor includes a such item which is "I always want

to know what the future has in store for me." Buhr & Dugas (2002) translated this scale from

French to English. This version of the scale has excellent internal consistency, $\alpha = .94$. Sarı

and Dağ (2009) developed the Turkish adaptation of this scale. The Turkish version of this

scale has .79 internal consistency. It has high positive correlations with measures of worry,

anxiety and depression providing evidence for satisfactory levels of convergent validity (See

Appendix E). The scores of this scale can range between 27 to 135 and the average score is 81. When the score is closed to 27, people's intolerance of uncertainty is low; when the score is closed to 135, people's intolerance of uncertainty is high.

Workaholism. This questionnaire is originally developed by Schaufeli, Taris and Bakker (2006). There are 14 items in this questionnaire which have two dimensions. These dimensions are working excessively and working compulsively. The working excessively subscale consists of items that indicate that the individual places more work than other activities in his/her life and that s/he works harder than it should (Schaufeli et al., 2006). The working excessively items include "I find myself working at work when my colleagues stop working". The working compulsively subscale consists of statements that make the individual feel obliged to work with a sense of coercion and necessity (Schaufeli et al., 2006). The working compulsively items include "I usually feel something inside me that pushes me to work hard". Responses is indicated on a 5-point Likert-type scale (1= *not very true of me*; 5 = *very true of me*). The internal consistencies of the working excessively and working compulsively scales are satisfactory (Cronbach's α values of .80 and .86, respectively). Also, it has high negative correlations with measures of happiness and psychological well-being providing evidence for satisfactory levels of convergent validity. Doğan and Tel (2011) developed the Turkish adaptation of this scale. The Turkish version of this scale has .85 internal consistency (See Appendix F). The scores of this scale can be from 14 to 70 and the average score is 42. When the score is closed to 14, people's workaholism is low; when the score is closed to 70, people's workaholism is high.

Organizational identification. The organizational identification scale was developed by Mael and Ashforth (1992) is composed of 6 items such as "When someone criticizes the institution I work in, I perceive this as an insult to myself." and "The success of my institution is my success.". Responses is indicated on a 5-point Likert-type scale (1= *strongly disagree*;

5= *strongly agree*). This version of the scale has .89 internal consistency. Items were translated by Göksel and Ekmekçioğlu (2016). The Cronbach alpha value of the Turkish version is 0.89. Also, it has a satisfactory level of convergent and discriminant validity, when Average Variance Extracted values are examined (See Appendix G). The scores of this scale range between 6 to 30 and the average score is 18. When the score is closed to 6, level of people's identification with the organization is low; when the score is closed to 30, level of people's identification with the organization is high.

Job involvement. The job involvement scale was developed by Kanungo (1982). This scale consisted of 10 items. There are such statements as "I live with my job, my work is like eating, breathing" and "I am personally and closely interested in all the details of my job". Responses is indicated on a 5-point Likert-type scale (1= *strongly disagree*; 5= *strongly agree*). This version of the scale has .81 internal consistency. Items were translated by Göksel and Ekmekçioğlu (2016). The Cronbach alpha value of this Turkish version is 0.89. Also, it has a satisfactory level of convergent and discriminant validity, as indicated by average variance extracted (AVE) values (See Appendix H). The scores of this scale can be from 10 to 50 and the average score is 30. When the score is closed to 10, level of people's involvement with the job is low; when the score is closed to 50, level of people's involvement with the job is high.

Worries about losing leadership (WALL). An item pool was generated as a result of interviews with 20 participants. This item pool included 48 items. According to experts' opinion, 13 items which are similar to other items were deleted. Final form of the questionnaire consisted of 35 items. Responses are indicated on a five-point Likert-type (1= *I definitely do not agree*; 5 = *I definitely agree*). Participants were asked to answer this scale according to thinking current status. The psychometric features of this scale will be explained below in detail (See Appendix I). The scores of this scale can be from 35 to 175 and the

average score is 105. When the score is closed to 35, level of people's WALL is low; when the score is closed to 175, level of people's WALL is high.

Procedure

After the Ethics committee approval, the participants, before responding to the questionnaires, were provided with the informed consent form (See Appendix C). After consenting to participate in the study they filled out the questionnaires. The data collection process was carried on in different locations such as interviewees' offices, meeting rooms of their companies or houses of interviewees. This process took around 15-20 minutes.

Table 1

Demographics of Two Phase of the Study

	Phase 1 (*interviewees only*)	Phase 2
Sample Size	20	245
GENDER		
Male	85%	91%
Female	15%	9%
AGE (in years)		
Minimum	44	40
Maximum	85	86
Mean	56.65	53.40
SD	10.77	7.55
MARITAL STATUS		
Married	95%	96.7%
Divorced	5%	2%
Widow	-	1.2%
PLACE OF BIRTH		
Urban Area	55%	58.3%
Rural Area	45%	41.7%
CURRENTLY RESIDING IN		
Urban Area	95%	90.6%
Rural Area	5%	9.4%
EDUCATION		
Literate without School	-	0.4%
Primary School Degree	5%	4.1%
Primary School Drop Out	-	0.4%
Middle School Degree	20%	11.4%
Middle School Drop Out	-	2%
High School Degree	35%	30.2%
High School Drop Out	-	3.7%
University Degree	20%	38%
University Drop Out	5%	4.1%
Master's Degree	10%	5.3%
Master's Drop Out	5%	0.4%

Table 1 cont'd

Demographics of Two Phase of the Study

	Phase 1 *(interviewers only)*	*Phase 2*
AGE OF THE COMPANY		
Minimum	15	10
Maximum	74	99
Mean	37.35	30.20
GENERATION OF THE COMPANY		
Minimum	1	1
Maximum	3	5
Mean	1.70	1.53
NUMBER OF THE EMPLOYEES		
Mean	364.65	46.63
POSITION YEAR IN LEADERSHIP		
Minimum	10	10
Maximum	55	55
Mean	27	22.53
SECTOR		
Food	45%	14.7%
Textile	10%	20%
Construction	-	17.1%
Energy	5%	9.8%
Electronic	-	8.2%
Service	30%	23.3%
Automotive	10%	6.9%

Results

In line with the relevant literature, an item pool which includes 35 items was created. Afterwards, studies on the reliability and validity of the 35-item draft scale were carried out and the findings regarding the reliability and validity studies of the scale were explained.

Confirmatory factor analysis (CFA). Confirmatory Factor Analysis (CFA) is used to test the appropriateness of scale structures formed within a particular theoretical basis (Kline, 1994). CFA is defined as a kind of structural equation modeling (SEM) which aims to determine the relationship between the observed variables and the unobserved variables and how the observed variables explain the unobserved variables (Şimşek, 2007).

In the current study, the covariance matrix as input and Maximum likelihood (ML) estimation which requires continuous variables and normally distributed data were employed in the CFA analysis. For normally distributed data, the skewness and kurtosis values should be zero but the range of -2 and +2 can be considered as normally distributed (e.g., Chou & Bentler, 1995; Hu, Bentler, & Kano, 1992).

CFA was performed to determine the adaptability of four-factor structure of WALL which was suggested based on the conceptual model proposed in the current study rather than exploratory factor analysis (EFA) which defines to explore the possible underlying factor structure of a set of observed variables without proposing structure on the outcome (Williams, Onsman & Brown, 2010). In order to be able to accept confirmatory factor analysis results as valid, the goodness of fit indexes should be sufficient. Although the chi-square, Confirmatory Fit Index (CFI) and Root Mean Square Error of Approximation (RMSEA) were reported to be adequate for the adequacy of the model, all indices were checked in the adaptation study (Hair et al., 2006).

There are many indices provided by SEM, although there is no agreement among researchers as to which fit indices should be reported (Awang, 2015). It is suggested that

using at least one fit index from each category of model fit (Hair et al., 1995, 2010; Holmes-

Smith et al., 2006). In the present study, the model fit is determined based on the following

criteria. An acceptable value for the X_2/df ratio should be less than 3.0 (Carmines & McIver,

1981). Kline (2005) suggested that when RMSEA ≤ 0.10, the fit is acceptable value. If

Standardized Root Mean Square Residual (SRMR) and RMSEA are less than .05, there is a

good fit value (Holmes-Smith et al., 2006). However, a range of acceptable values for the

RMSEA ratio have been suggested, ranging from 0.05 to 0.08 is commonly acceptable (Hair

et al., 1995). An acceptable value for the CFI value should be equal to 0.90 or greater (Hair et

al., 1995; Hu & Bentler, 1999). Similarly, Tucker-Lewis Index (TLI) is named as a non-

normed fit index (NNFI) (Marsh et al., 1988; Hair et al., 1995) and it should be equal to 0.90

or greater (Bentler & Bonett, 1980).

The confirmatory factor analysis of the WALL scale was performed with the IBM

SPSS AMOS 24 package program. As can be seen in Figure 1, one model was tested. This

model represents four factors, namely Worries about Leader's Losing Status (F1), Worries

about Losing Identity without Own Business (F2), Worries about Company's Future (F3) and

Worries about Competency of New Generation (F4).

When the fit indices of the first confirmatory factor analysis are examined before

making any modifications on the model of the four-factor structure, it is seen that X_2/df is

2.04, CFI value is .85, TLI value is .84, RMSEA value is .06 and SRMR value .08 (See Table

2). The results revealed relatively poor model fit statistics. Although X_2/df value had a good

compliance value, CFI and TLI value were below the suggested .90 and RMSEA and SRMR

were above the suggested .05.

Table 2

First Confirmatory Factor Analysis Compliance Indexes

X_2/df	CFI	TLI	RMSEA	SRMR
2.04	.85	.84	.06	.07

When the factor loads of each dimension were examined, it was found between .53 and .84 for the "Worries about Leader's Losing Status (F1)" dimension, it was found between .38 and .81 for the "Worries about Losing Identity without Own Business (F2)" dimension, it was found between .53 and .75 for the "Worries about Company's Future (F3)" dimension and it was found between .51 and .78 for the "Worries about Competency of New Generation (F4)" dimension. When the relationship values among factors were examined, the relationship value between F1 and F2 factors was obtained as .47. The relationship value between F1 and F3 factors was obtained as .52. The relationship value between F1 and F4 factors was obtained as .50. The relationship value between F2 and F3 factors was obtained as .64. The relationship value between F2 and F4 factors was obtained as .65. The relationship value between F3 and F4 factors was obtained as .56. Also, the item WALL4 was removed because its factor load remained below .40 (Stevens, 1992).
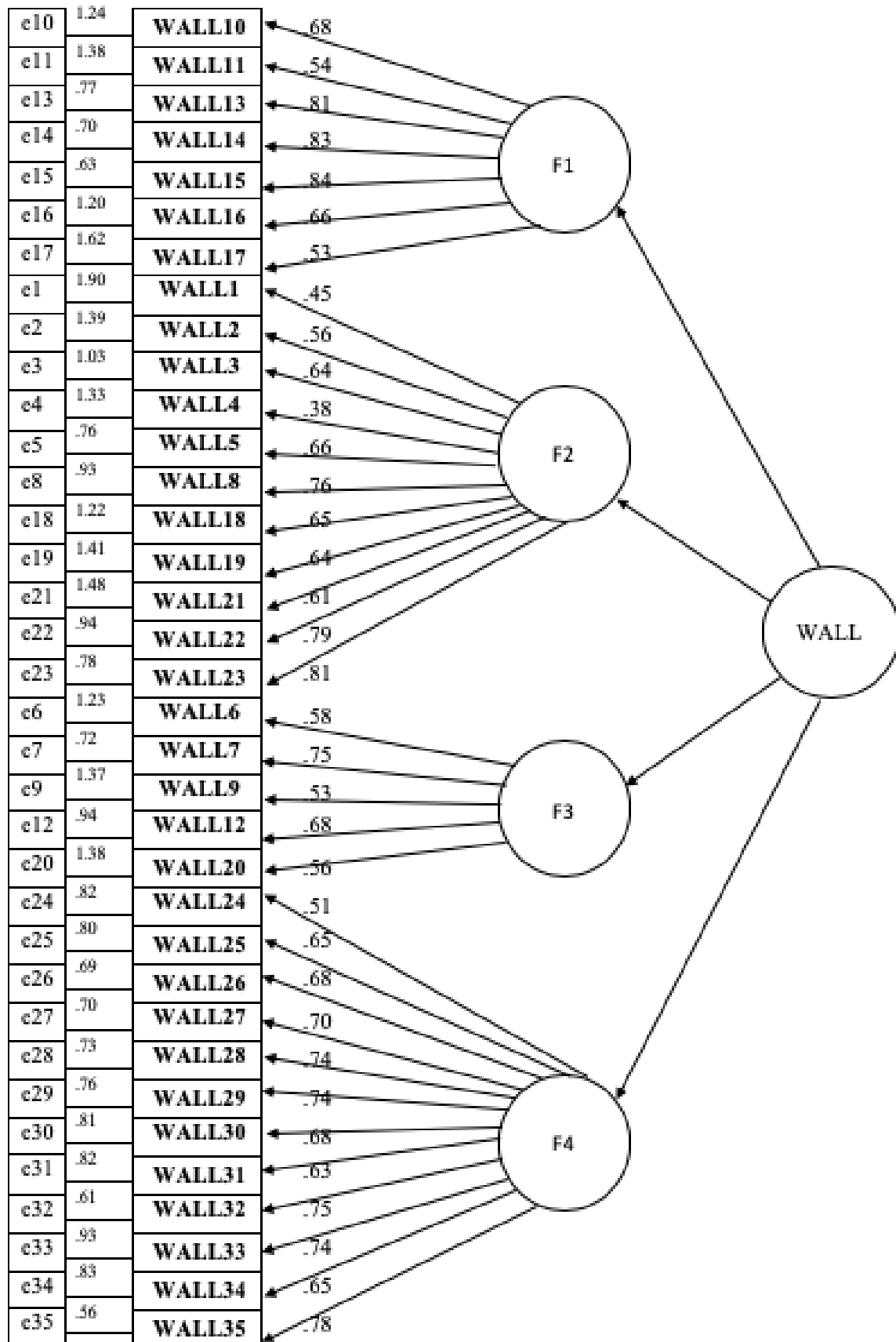
Figure 1. First confirmatory factor analysis graph

To improve the model fit, 8 additional constraints were added to error terms of these items between WALL 24 and WALL 25, WALL 25 and WALL 26, WALL 27 and WALL 28, WALL 29 and WALL 34, WALL 6 and WALL 7, WALL 13 and WALL 14, WALL 13 and WALL 15, WALL 14 and WALL 15 as suggested in the modification indices because these items are found to be similar to each other.

When the fit indices of the second confirmatory factor analysis are examined after making eight modifications on the model of the four-factor structure, it is seen that X_2/df is less than 3, CFI value is .92, TLI value is .91, RMSEA value is .05 and SRMR value .05. Thus, it was observed that compliance values increased and the model had better fit statistics. $X_2/df,$ RMSEA and SRMR values had a perfect compliance value. CFI and TLI had a good compliance value (See Table 3).

Table 3

Second Confirmatory Factor Analysis Compliance Indexes

X_2/df	CFI	TLI	RMSEA	SRMR
1.63	.92	.91	.05	.05

Figure 2 shows the results of CFA after modification. It was observed that the data had a good fit to the model and the scale was obtained the final version by subtracting of item WALL4 from the scale. When the factor loads of the items in the final scale are examined, it is between .63 and .74 for the " Worries about Leader's Losing Status (F1)" dimension, .44 and .81 for the "Worries about Losing Identity without Own Business (F2)" dimension, .43 and .70 for the "Worries about Company's Future (F3)" dimension and .49 and .78 for the "Worries about Competency of New Generation (F4)" dimension.

When the values among factors were examined, the relationship value between F1 and F2 factors was obtained as .63. The relationship value between F1 and F3 factors was

obtained as .73. The relationship value between F1 and F4 factors was obtained as .57. The

relationship value between F2 and F3 factors was obtained as .69. The relationship value

between F2 and F4 factors was obtained as .65. The relationship value between F3 and F4

factors was obtained as .62.

In order to examine whether these two figures are significantly different from

each other, chi-square difference test was employed. It was found that chi square difference

was above the critical values of chi-square which indicated that a 4-factor structure for WALL

with modification indices provides a better fit for the data, than a 4-factor structure for WALL

[$\Delta\chi^2 (9) = 240.664$, $p < .001$] (Hu & Bentler, 1999; Tabachnick & Fidell, 2001).

It is observed that the validity of the model is evaluated in CFA and the model - data

compliance of the indices is ensured. Thus, *Hypothesis 1* was supported.
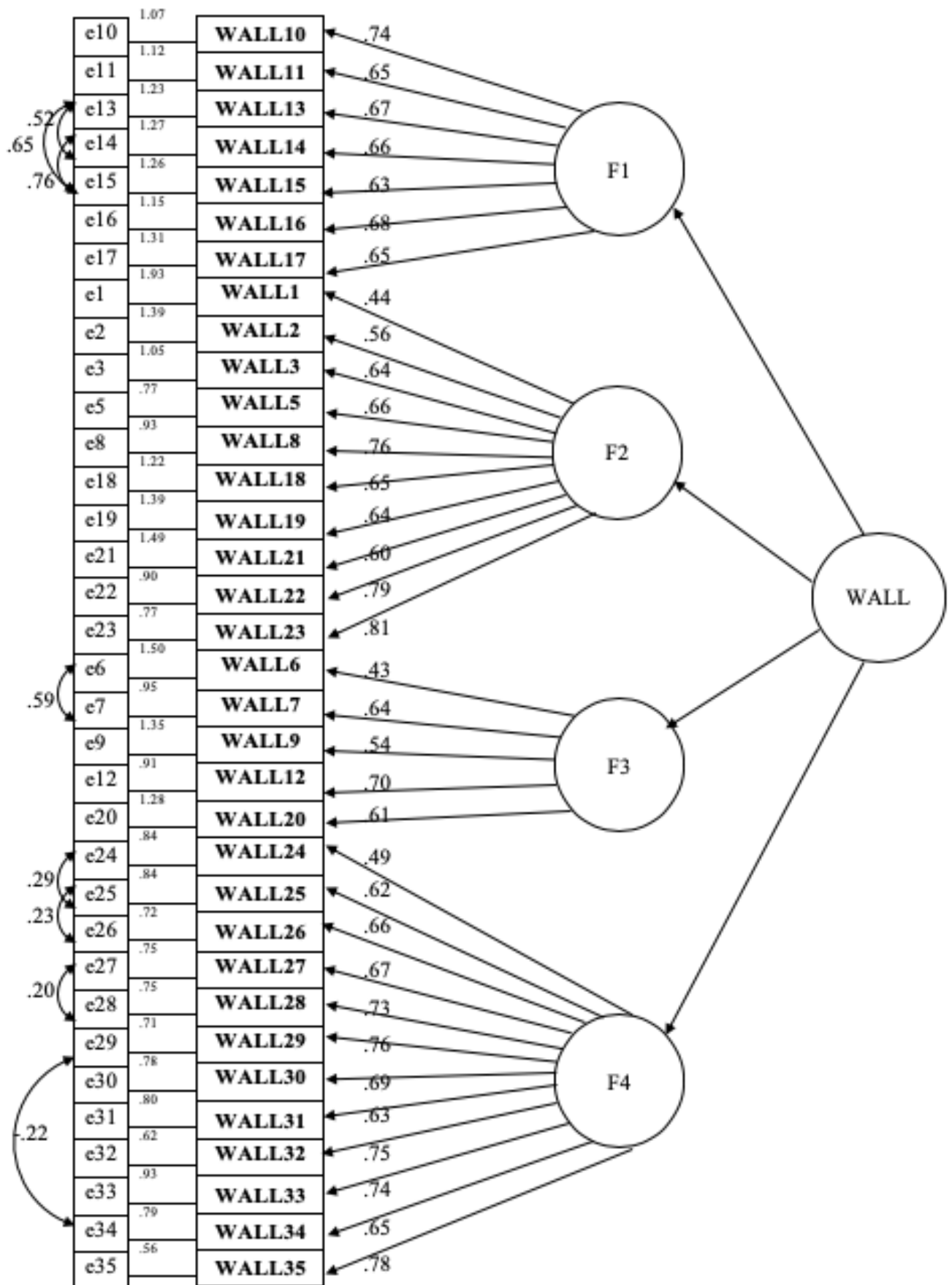
Figure 2. Second confirmatory factor analysis graph

Reliability analysis. For reliability, average item-total correlation and Cronbach's alpha analyzes were performed.

Average item-total correlation analysis. For the reliability analysis, the item analysis was used to determine the extent to which the items which created the measurement tool was related to the whole of measurement tool. Correlation coefficient was calculated for item analysis.

When the corrected item-total correlations of 35 items were examined, correlation reliability coefficients of all items were found to be positively correlated and it was found that the corrected item-total correlation coefficients ranged between 0.34 and 0.68 and the smallest corrected item-total correlation coefficient for the scale was item 6 and the highest item 23.

According to the results of the analysis, it was found that the correlation reliability coefficient was not less than 0.30. No item was removed because the corrected item - total correlation of 0.30 and higher had a good discriminant property (Cristobal et al., 2007).

Cronbach's alpha analysis. Cronbach's alpha reliability coefficient was analyzed for internal consistency reliability analysis of the WALL Scale and its sub-dimensions. There are different reports about the acceptable values of Cronbach's alpha, ranging from 0.70 to 0.95. (Nunnally & Bernstein, 1994; Bland & Altman, 1997; DeVellis, 2003).

This scale had a high level of internal consistency, as determined by a Cronbach's alpha of 0.94. As a result of the internal consistency analysis of WALL's sub-dimensions; Cronbach's Alpha value of the "Worries about Competency of the New Generation" sub-dimension was 0.92, the Cronbach's Alpha value of the "Worries about Losing Identity without Own Business" sub-dimension was found to be 0.88 and Cronbach's Alpha value of "Worries about Leader's Losing Status" sub-dimension was 0.87, Cronbach's Alpha value of "Worries about Company's Future" sub-dimension was found to be 0.75. It can be showed that Cronbach's Alpha values of WALL and its sub-dimensions are satisfactory.

Convergent validity. Correlation analyses conducted to assess the convergent validity of WALL. As seen in Table 4, there was a significant positive relationship between WALL Scale and Intolerance of Uncertainty Scale with r = .59 ($p < .01$). In addition, it is seen that the WALL Scale and "uncertainty is stressful and upsetting" sub-dimension of the Intolerance of Uncertainty Scale had a significant positive correlation with r = .53 ($p < .01$) and the WALL Scale and "negative self-assessment about uncertainty" sub-dimension of the Intolerance of Uncertainty Scale had a significant positive correlation with r = .54 ($p < .01$). Also, the WALL Scale and "disturbing thoughts about the uncertainty of future" sub-dimension of the Intolerance of Uncertainty Scale had a significant positive correlation with r = .48 ($p < .01$) and the WALL Scale and "uncertainty keeps me from acting" subdimension of the Intolerance of Uncertainty Scale had a significant positive correlation with r = .45 ($p < .01$).

In addition, it is seen that the Intolerance of Uncertainty Scale and "losing leader's status" sub-dimension of the WALL Scale had a significant positive correlation with r = .38 ($p < .01$), the Intolerance of Uncertainty Scale and "losing identity without own business" sub-dimension of the WALL Scale had a significant positive correlation with r = .53 ($p < .01$), the Intolerance of Uncertainty Scale and " the company's future" sub-dimension of the WALL Scale had a significant positive correlation with r = .46 ($p < .01$) and the Intolerance of Uncertainty Scale and "the competency of the new generation" sub-dimension of the WALL Scale had a significant positive correlation with r = .49 ($p < .01$).

It is seen that the correlation between the WALL sub-dimensions and IUS sub-dimensions changed between .26 and .51. The lowest correlation (r = .26) was found between the "losing leader's status" sub-dimension of the WALL and the "uncertainty keeps me from acting" sub-dimension of the IUS, whereas the highest correlation (r = .51) was found between the "losing identity without own business" sub-dimension of the WALL and the

"negative self-assessment about uncertainty" sub-dimension of the IUS. Thus, *Hypothesis 2* was supported.

There was a significant positive relationship between WALL Scale and Workaholism Scale with r = .58 (*p* < .01). In addition, it is seen that the WALL Scale and "working excessively" sub-dimension of the Workaholism Scale had a significant positive correlation with r = .57 (*p* < .01) and the WALL Scale and "working compulsively" sub-dimension of the Workaholism Scale had a significant positive correlation with r = .53 (*p* < .01).

In addition, it is seen that the Workaholism Scale and "losing leader's status" sub-dimension of the WALL Scale had a significant positive correlation with r = .32 (*p* < .01), the Workaholism Scale and "losing identity without own business" sub-dimension of the WALL Scale had a significant positive correlation with r = .59 (*p* < .01), the Workaholism Scale and "the company's future" sub-dimension of the WALL Scale had a significant positive correlation with r = .46 (*p* < .01) and the Workaholism Scale and "the competency of the new generation" sub-dimension of the WALL Scale had a significant positive correlation with r = .45 (*p* < .01).

It is seen that the correlation between the WALL sub-dimensions and Workaholism sub-dimensions changed between .28 and .60. The lowest correlation (r = .28) was found between the "losing leader's status" sub-dimension of the WALL and the "working compulsively" sub-dimension of the Workaholism, whereas the highest correlation (r = .60) was found between the "losing identity without own business" sub-dimension of the WALL and the "working excessively" sub-dimension of the Workaholism. Thus, *Hypothesis 3* was supported.

Also, the WALL Scale and the Job Involvement Scale had a highly significant positive relationship with r = .57 (*p* < .01). In addition, it is seen that the Job Involvement Scale and "losing leader's status" sub-dimension of the WALL Scale had a significant positive

correlation with r = .30 (*p* < .01), the Job Involvement Scale and "losing identity without own business" sub-dimension of the WALL Scale had a highly significant positive correlation with r = .66 (*p* < .01), the Job Involvement Scale and "the company's future" sub-dimension of the WALL Scale had a significant positive correlation with r = .40 (*p* < .01) and the Job Involvement Scale and "the competency of the new generation" sub-dimension of the WALL Scale had a significant positive correlation with r = .41 (*p* < .01). Thus, *Hypothesis 4* was supported.

However, there was a significant positive relationship between WALL Scale and the Organizational Identification Scale with r = .20 (*p* < .01). In addition, it is seen that the Organizational Identification Scale and "losing leader's status" sub-dimension of the WALL Scale had a non-significant correlation with r = .01 (*p* < .01), the Organizational Identification Scale and "losing identity without own business" sub-dimension of the WALL Scale had a significant correlation with r = .26 (*p* < .01), the Organizational Identification Scale and "the company's future" sub-dimension of the WALL Scale had a significant positive correlation with r = .15 (*p* < .01) and the Organizational Identification Scale and "the competency of the new generation" sub-dimension of the WALL Scale had a significant positive correlation with r = .18 (*p* < .01). Thus, *Hypothesis 5* was supported and the results provide evidence for the convergent validity of WALL (See Table 4).

Also, convergent validity of CFA results was also supported by average variance extracted (AVE) and composite reliability (CR). While CR value was found as .92 which exceed the critical value of 0.6, AVE value was obtained as .44 which is not above the suggested value of 0.5. According to Fornell and Larcker (1981), if AVE is less than 0.5, but composite reliability is higher than 0.6, the convergent validity of the construct is still adequate. These indicate that the measurement model has good convergent validity.

Therefore, the hypothesized measurement model is reliable and meaningful to test the structural relationships among the constructs.

Post-Hoc analyses. In addition to these, the relationship between the levels of worries about losing leadership and variables such as participants' gender, education and current residence were examined to test if there is a significant difference between the participants' scores on WALL concerning these variables. Results have shown that there is no significant difference between the scores of female and male participants on WALL ($p = .18$). While mean of female group is 109.68 ($SD = 28.21$), mean of male group is 117.66 ($SD = 26.53$). However, it should be noted that the number of participants based on their gender was not equally distributed such as the number of female participants was 22 whereas the number of male participants was 223. Therefore, we cannot conclude that there is no significant difference between the groups on their WALL level.

Furthermore, the current residence was examined and there was no significant difference between people based on their WALL score ($p = .34$). While mean of rural area is 111.91 ($SD = 33.12$), mean of urban area is 117.47 ($SD = 26.01$). However, it should be noted that the number of participants based on their current residence was not equally distributed such as the number of rural areas was 23 whereas the number of urban areas was 222. Therefore, we cannot conclude that there is no significant difference between the groups on their WALL level.

Finally, education level was examined and there was a significant difference between people based on their WALL score ($p = .04$). While mean of people who have high school graduation and lower education level is 120.28 ($SD = 25.22$), mean of people who have university graduation and higher education level is 113.29 (SD = 27.93). These results showed that people who have low level education have more worries about losing leadership than people who have high level education.

Table 5

Correlation of the WALL with Its Subdimensions and Other Scales with Their Subdimensions

	M	SD	MIN	MAX	WALL	LS	LI	CF	NG	IUS	USU	NSA	DUF	UKA	W	WE	WC	OI	JI
1. WALL	3.34	.76	1.31	4.80	1														
2. LS	2.88	1.11	1.00	5.00	.75**														
3. LI	3.10	.92	.91	4.55	.85**	.49**													
4. CF	3.35	.96	1.00	5.00	.73**	.50**	.56**												
5. NG	3.83	.87	1.17	5.00	.84**	.48**	.57**	.48**											
6. IUS	3.37	.86	1.07	5.00	.59**	.38**	.53**	.46**	.49**										
7. USU	3.47	1.04	1.00	9.22	.53**	.34**	.49**	.38**	.46**	.90**									
8. NSA	3.05	.98	1.00	5.00	.54**	.36**	.51**	.42**	.42**	.89**	.69**								
9. DUF	3.46	.99	1.00	5.00	.48**	.33**	.41**	.41**	.39**	.81**	.63**	.67**							
10. UKA	3.54	.94	1.00	5.00	.45**	.26**	.39**	.37**	.42**	.85**	.70**	.70**	.66**						
11. W	3.63	.90	1.29	5.00	.58**	.32**	.59**	.46**	.45**	.65**	.55**	.63**	.55**	.54**					
12. WE	3.55	.96	1.13	5.00	.57**	.34**	.60**	.45**	.44**	.68**	.57**	.66**	.56**	.53**	.97**				
13. WC	3.72	.92	1.33	5.00	.53**	.28**	.53**	.45**	.43**	.56**	.46**	.53**	.48**	.49**	.94**	.84**			
14. OI	4.01	.86	1.00	5.00	.20**	.01	.26**	.15*	.18**	.31**	.26**	.27**	.27**	.27**	.39**	.35**	.40**		
15. JI	3.72	.83	1.50	5.00	.57**	.30**	.66**	.40**	.41**	.51**	.43**	.48**	.44**	.40**	.67**	.66**	.62**	.50**	1

Note. $** p < .01$, $* p < .05$. WALL = "Worries about Losing Leadership", LS = "Worries about Losing Leader's Status", LI = "Worries about Losing Identity without Own Business", CF = "Worries about the Company's Future", NG = "Worries about the Competency of the New Generation", IUS = "Intolerance of Uncertainty Scale", USU= "Uncertainty is stressful and upsetting", NSA = "Negative self-assessment about uncertainty", DUF = "Disturbing thoughts about the uncertainty of future", UKA = "Uncertainty keeps me from acting", W = "Workaholism", WE = "Working excessively", WC = "Working compulsively", OI = "Organizational Identification", JI = "Job Involvement".

Discussion

The overarching aim of the study was to create a new construct that is "worries about losing leadership" and developing a scale to measure this construct, specifically within the family business context. This novel construct can be defined as the concern leaders have about the probable negative outcomes as a consequence of losing the leadership role. With regards to that, WALL has been build up within four different domains following (1) "worries about losing leader's status" which refers to the leaders fear losing their leadership status at their company, (2) "worries about losing identityout with own business" refers to the tendency to conceptualize the business as an extension of the self and not being able to define the self, independent from business, (3) "worries about the company's future" is the leader's fears about his/her company's longevity and future process and (4) "worries about the competency of the new generation" refers to the leader's concerns about the next generation's competency.

According to this model, Confirmatory Factor Analysis (CFA) was performed to determine the adaptability of predicted four-factor structure with the theoretical structure. Although the results provided support for the four-factor model, in the first confirmatory factor analysis, model fit did not appear to be acceptable. Also, one item was deleted due to its extremely low factor loading to the factors (Stevens, 1992).

The revised model had a significantly better fit. (Browne & Cudeck, 1993; Bentler, 1990; Marsh & Hocevar, 1985). It can be said that the WALL Scale developed within the scope of the research is a sufficiently valid tool to measure the worries about losing leadership of leaders. This scale includes four dimensions as suggested. These are worries about the losing leader's status, worries about losing identity without own business, worries about the company's future and worries about the competency of the new generation (Howorth & Ali, 2001; Sonnenfeld & Spence, 1989; Perryer & Te, 2010; Lee-Chua, 1997; Handler & Kram,

1988; Lee-Chua, 1997; Sharma, Chua & Chrisman, 2000; Filser, Kraus & Mark, 2013; Baranch & Ganitsky, 1995; Lansberg & Astrachan, 1994).

Also, the scale has satisfactory reliability as indicated by the corrected item-total correlations and Cronbach's alpha. First of all, the corrected item-total correlations of whole items were found to be positively correlated. No item was removed because the corrected item - total correlation had a good discriminant property (Cristobal et al., 2007). Second, the Cronbach's alpha internal consistency coefficient of the WALL Scale and its sub-dimensions are highly reliable and acceptable (Nunnally & Bernstein, 1994; Bland & Altman, 1997; DeVellis, 2003). It can be said that the WALL Scale developed within the scope of the research is a sufficiently reliable tool to measure the worries about losing leadership of leaders.

To test the convergent validity of WALL, correlation between WALL Scale and measures of Intolerance of Uncertainty, Workaholism, Job Involvement and Organizational Identification were examined. There was a positive significant relationship between WALL total Scale and Workaholism and its subscales, Job Involvement, Intolerance of Uncertainty and its subscales and Organizational Identification. There were significant positive relationships between subscales of these scales and subscales of WALL Scale.

The significant association between WALL and IUS indicates that a leader who is highly intolerant of uncertainty is more likely to experience worries about losing leadership because the leader is worried about the company's future based on both its success and longevity (Doud & Hausner, 2000). Moreover, these leaders may be fearful of the retirement process and post-retirement life because they can perceive retirement process as full of uncertainties and likewise the post-retirement life may be perceived as unpredictable and thus full of threats (Handler & Kram, 1988). For example, financial uncertainties after retirement may increase worrisome thoughts because financial independence is over and cash flow is

controlled by someone (Doud & Hausner, 2000). In addition to general interpretation, when the relationship between sub-dimensions of both scales was examined, the highest coefficients appeared between losing identity without own business sub-dimension of the WALL Scale and negative self-assessment about uncertainty sub-dimension of the Intolerance of Uncertainty Scale. There is a chance that a person who is prone to make negative self-assessment about uncertain situations is more likely to experience worries about losing leadership because these people cannot think of themselves independently of their work and possible uncertainty about their future and their company's future may trigger their worrisome thoughts about losing leadership with a focus on either the consequences of this for the company or the individual's own life. In other words, they may perceive themselves and their company's future in danger and their worry level can increase quickly.

Also, the significant positive association between WALL and workaholism indicates that a leader who is high on workaholism is more likely to experience the worries about losing leadership status because the leader may have high self-satisfaction as a person both in his/her working hours and also, in his/her leadership roles. In addition to that, the life outside job itself may be ambiguous since this person spends most of his/her life involved in job related activities or job-related thoughts. That is why, when a leader who is highly workaholic thinks about losing leadership position, this situation can be hard because they want to continue working constantly, so he/she can feel more stressed and worried and the leader may not want to leave the leadership roles. Also, a closer look at the association of WALL with different dimensions of workaholism revealed that working compulsively is related to more worry and anxiety related cognition stuck in the mind of the individual independent from whether he actively involved in a job-related activity or not (Schaufeli et al., 2006). However, excessively refers to time-spent on work related activities (Schaufeli et al., 2006). Thus, these leaders may want to interested in their work actively rather than think about them because they may feel

good themselves during working physically. Also, these leaders who highly internalize their work with their self may have high demand on working excessively.

In addition, a person who is highly involved with his/her organization is more likely to experience the worries about losing leadership role due to the self-definition being intertwined with his/her organization. The person's leadership status and work can create the majority of his identity and sense of self-worth is equated with the position and retirement is experienced as a very significant and painful loss by leaders (Handler & Kram, 1988; Myers et all., 2016) and these leaders struggle to protect and increase their valuable leadership status as mentioned in COR Theory because they may not want to lose their power and status (Hobfoll, 1989). Thus, probable cause of the significant association between the Job Involvement Scale and the WALL Scale being can be related to the perceived threat that stems from losing the status, power and work aims to their identity and possibility of losing that connection may trigger too much worry. Also, the Job Involvement Scale has high correlation with losing identity without own business subdimension of WALL Scale, it shows once that their self is highly related to their work and they may experience a painful loss when they lose their work or status which are their valuable sources.

Lastly, a person who is highly identified with his/her organization is more likely to experience the worries about losing leadership due to the self-definition being intertwined with his/her organization. Although, there was a positive relationship between WALL Scale and Organizational Identification Scale, a closer examination of the correlation coefficient indicates that the association is rather weak. Probable cause of this can be the Organizational Identification Scale includes few items which are confusing for the participants who are currently in leadership positions in their own companies. Certain items of the scale may be more sensitive to assessment of employees' organizational identification rather than that of the people that have the leader role or leader status (Mael & Ashforth, 1992). For example,

"This company's successes are my successes." item may be perceived by some leaders as a selfishness, some of them said that this company's success are our successes and they evaluated this item by giving a low score. Also, "When someone criticizes this company, it feels like a personal insult." item may be perceived by some leaders as close to criticism, some of them said that people should be open to criticism, so they gave a low score for this item too. In contrast to other variables, there was lack of a significant positive relationship between the Organizational Identification and losing status subdimension of WALL because the status of the participants may have a bigger impact on them than their organizational identification, and their need of power were satisfied by their perceived status rather than their organizational identification. In general, these significant and positive values are sufficient for the convergent validity of WALL Scale.

Limitations, Contributions and Future Directions

Limitations

The study had several limitations. First of all, the sample size was adequate but the participants were not recruited through random sampling. The sample was obtained through personal contacts. This sample group might reflect people who have certain features, so diversity was low. Although these features were not controlled as a study variable, these features (e.g. religiousness level) may have effect on obtained score. Second, since the scale was developed in Turkey which has features of collectivistic culture, so generalizability might be a problem in terms of culture. Cross-cultural validation is required before using WALL for research or training programs in different cultures, because Turkey has different cultural features compared to other countries in terms of collectivism and power distance (Hofstede, 1980). Third, gender equality could not be maintained because number of men were more than number of women, so these results cannot be generalized in terms of gender. Fourth, the scale was just tested for the convergent validity but not for the discriminant validity however; it could have been tested as well if questionnaires based on the different concepts of worry would be distributed. Fifth, there is no test re-test reliability in this study. Also, participants expressed several worries about losing their leadership roles during the interviews but it is not known whether such concerns are realistic since the data relies on self-report measures. Use of self-report measures due to problems of honesty, introspective ability and understanding questions jeopardize the reliability of the findings (Fan et al., 2006). In other words, whether the worries reported by the participants are reflective of the actual situation may be questionable due to method of data collection. Finally, the current study focused mainly on the family business, thus the difficulties of handing over the management control to the new generation could be examined, thus handing over the management control in different context such as in political context are not known. Since the difficulties of handing in different

context could have different dimensions, future studies may examine WALL in these other contexts.

Contributions

This research will have both scientific and practical contributions. First of all, the construct of "worries about losing leadership" has never been studied before in the leadership literature. Therefore, it serves as a means of filling the literature gap. Also, development of WALL Scale was an important initial step towards understanding the attitudes of leaders in terms of their child, their company or their environment. In addition, WALL Scale can be used for further research in the area of leadership to clarify leaders' worries whether about their status, their company, their child or their self. Lastly, in accordance with WALL Scale, intervention programs can be implemented in order to decrease the individuals' worries-related scores on the different dimensions which can be considered as its practical contributions.

Future Directions

This study was carried out in the family business context, future studies may examine in other types of companies. Second, further researches may use different populations by using random sampling. Third, Turkish culture has a collectivistic feature, so other studies should focus on individualistic culture. Fourth, because there is an inequality among genders in this study, further studies may provide this equality. Fifth, the future studies may focus on collecting evidence for discriminant validity of WALL, which is lacking in this study. Specifically, discriminant validity can be tested by testing the overlap between WALL and constructs such as worry, neuroticism because work related worry and entertaining worrisome thoughts about all domains of may differ from each other. Additionally, concept of openness to innovation, which is based on the trait "openness to experience" can be also tested because it can be expected that there is no relationship between them. Also, as a predictive validity,

leaders' behaviors may be observed in after succession process because people who high on

WALL are expected to have mental or physical health issue without their leadership position

and are expected to feel themselves as nothing without their leadership position. Lastly, test

re-test reliability can be tested in future research.

Intervention Implementations

After the development of "worries about losing leadership" scale, related intervention

programs can be designed according to the individual's scores on each different dimension.

Interventions can be described as a set of scheduled, behavioral and theory-based practices to

eliminate or change the job stressors and to enhance individuals' welfare (Gonzalez, Holten,

Nielsen, & Randall, 2010). Using organizational intervention programs can decrease people's

worries about losing leadership and accordingly they can go through the succession process

more smoothly.

Individuals who experience worries about losing leadership can benefit from plenty of

interventions such as the coaching or the job rotation. The coaching has been used within the

workplace different guises for centuries and it serves as a tool for developing people and

enabling the fulfillment of their potential (Skiffington, & Zeus, 2006). Coaching appeals to

the whole person, including one's work life and personal life such as the career issues and the

personal relationships (Cavanagh, & Grant, 2004). Additionally, coaching can be beneficial in

terms of the succession planning (Offley, & Williams, 2005). The characteristic of coaching is

a being non-directive and the coach makes feel as a "thought partner" (Leonard-Cross, 2010,

p. 36). Thusly, coaching can be an effective way of intervening people who have worries

about losing leadership and decreasing their WALL to optimal level. Through the assessment

of scores – based on the different dimensions of the WALL Scale, coaches can work with

their coachee within a deeper focus and they can understand the root causes of the worries

about losing leadership. Thus, each dimension of WALL can be examined in detailed and

possible solutions of these worries which are discussed by coach and coachee can be created effectively. Also, this coach can build a communication bridge between the old leader and the new potential leader.

On the other hand, according to Kaymaz (2010), the job rotation is an interesting mechanism due to its ability to reveal how an employee perform within different positions. The rotation can be defined as "working at different tasks or in different positions for set periods of the time" (Jorgensen et al, 2005, p. 1723). The rotation is beneficial in terms of the employee learning and the human capital accumulation (Ortega, 2001). The rotation enables managers to experience a variety of practices and contribute their professional development (Kaymaz, 2010). Considering all of these, I suggest that people who experience worries about losing leadership can benefit from job rotation in a way of observing the new leader on the job and people have a better chance for evaluating the decision s/he made about the new leader. Overall, these implementations can provide facility to decrease worries about losing leadership and emerge new leaders with old leader' collaboration.

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Appendixes

Appendix A

Bilgilendirme ve Onay Formu

Değerli Katılımcı,

Bu araştırma Koç Üniversitesi Psikoloji Bölümü yüksek lisans öğrencisi Sena Arslan tarafından yürütülen ve Koç Üniversitesi Etik Kurulları'nın onayı ile izin verilen bu araştırmaya katılımınız rica olunmaktadır. Bu araştırmaya katıldığınız için teşekkür ederiz.

Araştırmanın amacı, aile şirketi sahibi olan liderlerin günü geldiğinde bu liderliği bırakmakla ilgili olarak yaşayabileceği endişeleri tespit etmek ve bu endişeleri ölçmeye yarayan bir ölçek oluşturmaktır. Araştırmaya katılmayı kabul ederseniz sizden beklenen bir dizi soruyu sözel olarak yanıtlamanızdır. Bu röportaja katılım ortalama olarak 25 dakika sürmektedir. Çalışmaya katılım tamamıyla gönüllülük esasına dayanmaktadır. Tüm görüşmeler ses kayıt cihazı aracılığı ile kayıt altına alınacak ve araştırma ekibi tarafından çalışmanın tamamlanmasına kadar saklanacaktır. Daha sonra ise tüm veri tabanlarımızdan silineceklerdir. Tüm görüşmeler, kimlik bilgileri anonimleştirilerek kayıt altına alınacaktır. Cevaplarınız tamamıyla gizli tutulacak ve sadece araştırmacılar tarafından değerlendirilecek ve elde edilecek bilgiler bilimsel yayınlarda kullanılacaktır. Araştırmanın sonuçları açısından sağlıklı bilgiler edinilmesi için verilen cevaplarda samimi olunması ve cevaplandırılmamış soru bırakılmaması son derece önemlidir. Araştırma, kişisel rahatsızlık verecek sorular veya uygulamalar içermemektedir. Ancak, katılım sırasında sorulardan ya da herhangi başka bir nedenden ötürü kendinizi rahatsız hissederseniz araştırmayı yarıda bırakmakta serbestsiniz. Böyle bir durumda röportaj esnasında soruları cevaplamayı bırakmayı istemeniz yeterli olacaktır. Bu çalışmaya katıldığınız için şimdiden teşekkür ederiz. Bu araştırma ile ilgili soru veya endişeleriniz varsa lütfen araştırmacıyla iletişime geçiniz.

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Bu çalışmaya tamamen gönüllü olarak katılıyorum ve istediğim zaman herhangi bir yaptırımla karşılaşmadan yarıda kesip bırakabileceğimi biliyorum. Verdiğim bilgilerin bilimsel amaçlı olarak kullanılmasını kabul ediyorum.

☐ Evet

☐ Hayır

KOÇ ÜNİVERSİTESİ

Appendix B

Merhabalar, öncelikle bizim röportaj talebimizi kabul ettiğiniz için üniversitem ve kendi adıma teşekkür ediyorum. Öncelikli olarak gerçekleşecek bu röportajın sizin de onayınız dahilinde ses kaydının alınacağı ve kimseyle paylaşılmayacağı konusunda tekrar bilgilendirmek istiyorum. Sizin için de uygunsa sorulara geçebiliriz. İlk olarak kısaca kendi hayatınızdan bahsetmenizi istiyorum. Örneğin;

- Kaç yaşındasınız? Eğitim durumunuz nedir? Doğduğunuz ve uzun süreli yaşadığınız yerleşim birimleri nelerdir? Ailenizden ve çocuklarınızdan bahseder misiniz?
- Şirketinizden kısaca bahseder misiniz? Şirketiniz hangi sektörde faaliyet göstermektedir? Şirketiniz kaç yıllık bir şirket? Siz kaçıncı nesli temsil ediyorsunuz? Kaç yıldır şu anki pozisyonunuzda buluyorsunuz? Şirketinizde kaç kişi çalışıyor?

Şimdi şirketteki liderliğinizle ilgili olarak birkaç soru sormak istiyorum.

- o Günü geldiğinde liderliği bırakmayı düşünüyor musunuz?
  - a. Cevabı **"Evet"** olarak kabul ettiğimizde;
  - - Peki, Liderliği bırakma düşüncesi sizde tedirginlik yaratıyor mu?
  - - Cevabı "Evet" olarak kabul ettiğimizde;
  - - Neden tedirginlik yaratıyor? Bize tedirginliklerinizden bahseder misiniz?
  - b. Cevabı **"Hayır"** olarak kabul ettiğimizde;
  - - Neden? Liderliği bırakma düşüncesi sizde tedirginlik yarattığı için mi bırakmak istemiyorsunuz?
  - - Cevabı "Evet" olarak kabul ettiğimizde;
  - - Neden tedirginlik yaratıyor? Bize tedirginliklerinizden bahseder misiniz?

Cevapların yeterli olmadığını düşündüğümüz noktada aşağıdaki sorularla devam ediyoruz;

- o Sizden sonra gelecek kişinin eğitimi ve deneyimi yeterli olmadığını düşündüğünüz için mi tedirginliğiniz var?
- o Şirketi teslim edebileceğinizi düşündüğünüz biri olmadığı için mi tedirginliğiniz var?
- o Siz olmadan şirketin verimliliğinin azalacağını düşündüğünüz için mi tedirginliğiniz var?
- o Hayatınızın işinizden bağımsız olmasını düşünemediğiniz için mi tedirginliğiniz var?
- o İşiniz ile ilgili amaçladıklarınıza ulaşamadığınız için mi tedirginliğiniz var?
- o Emekliliğe hazır olmadığınızı düşündüğünüz için mi tedirginliğiniz var?
- o Liderliği bıraktığınızda size olan sevgi ve saygının azalacağını düşündüğünüz için mi tedirginliğiniz var?
- o Liderliği bıraktığınızda insanlar üzerindeki gücünüzün ve etkiniz azalacağını düşündüğünüz için mi tedirginliğiniz var?
- o Liderliği bıraktığınızda şirket ve çalışanlar üzerinde hakimiyeti kaybedeceğinizi düşündüğünüz için mi tedirginliğiniz var?
- o Liderliği bıraktığınızda işi kontrol edemeyeceğinizi düşündüğünüz için mi tedirginliğiniz var?

Sorularım burada sona erdi. Vakit ayırdığınız ve sorularımı cevapladığınız için çok teşekkür ederim.

KOÇ ÜNİVERSİTESİ

Appendix C

Bilgilendirme ve Onay Formu

Değerli Katılımcı,

Koç Üniversitesi Psikoloji Bölümü yüksek lisans öğrencisi Sena Arslan tarafından yürütülen, Etik Kurulu onaylı bu araştırmaya katılımınız rica olunmaktadır. Bu araştırmaya katıldığınız için teşekkür ederiz.

Araştırmanın amacı, aile şirketi sahibi olan liderlerin günü geldiğinde bu liderliği bırakmakla ilgili olarak yaşayabileceği endişeleri tespit etmek ve bu endişeleri ölçmeye yarayan bir ölçek oluşturmaktır. Araştırmaya katılmayı kabul ederseniz sizden beklenen, ankette yer alan bir dizi soruyu derecelendirme ölçeği üzerinde yanıtlamanızdır. Bu çalışmaya katılım ortalama olarak 20 dakika sürmektedir. Çalışmaya katılım tamamıyla gönüllülük esasına dayanmaktadır. Ankette, sizden kimlik belirleyici hiçbir bilgi istenmemektedir. Cevaplarınız tamamıyla gizli tutulacak ve sadece araştırmacılar tarafından değerlendirilecek ve elde edilecek bilgiler bilimsel yayınlarda kullanılacaktır. Araştırmanın sonuçları açısından sağlıklı bilgiler edinilmesi için yönergelerin dikkatlice okunması ve uyulması, verilen cevaplarda samimi olunması ve cevaplandırılmamış soru bırakılmaması son derece önemlidir. Araştırma, kişisel rahatsızlık verecek sorular veya uygulamalar içermemektedir. Ancak, katılım sırasında sorulardan ya da herhangi başka bir nedenden ötürü kendinizi rahatsız hissederseniz araştırmayı yarıda bırakıp çıkmakta serbestsiniz. Böyle bir durumda soruları cevaplamayı bırakmanız yeterli olacaktır. Bu çalışmaya katıldığınız için şimdiden teşekkür ederiz. Bu araştırma ile ilgili soru veya endişeleriniz varsa lütfen araştırmacıyla iletişime geçiniz.

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Bu çalışmaya tamamen gönüllü olarak katılıyorum ve istediğim zaman herhangi bir yaptırımla karşılaşmadan yarıda kesip bırakabileceğimi biliyorum. Verdiğim bilgilerin bilimsel amaçlı olarak kullanılmasını kabul ediyorum.

☐ Evet

☐ Hayır

Appendix D

Lütfen aşağıda verilen soruları cevaplayınız.

1. Yaşınız: _____

2. Cinsiyetiniz: ☐ Kadın ☐ Erkek

3. Medeni durumunuz:

☐ Bekar ☐ Evli ☐ Boşanmış ☐ Dul ☐ Diğer _____

5. Ailenizin kaçıncı çocuğusunuz? _____

6. Varsa kız kardeşlerinizin sayısı: _____

7. Varsa erkek kardeşlerinizin sayısı: _____

8. Kardeşleriniz arasında kendiniz de dahil olmak üzere üveylik var mı?

☐ Evet ☐ Hayır

9. Doğduğunuz yerleşim birimi:

☐ Köy ☐ Bucak ☐ Kasaba

☐ İlçe ☐ Şehir ☐ Büyük şehir

10. En uzun süreli yaşadığınız yerleşim birimi (yaklaşık hayatınızın 17 yıllı):

☐ Köy ☐ Bucak ☐ Kasaba

☐ İlçe ☐ Şehir ☐ Büyük şehir

11. Eğitim durumunuz:

☐ Okur-yazar değil ☐ Okur-yazar fakat herhangi bir okul bitirmemiş

☐ İlkokul mezunu ☐ İlkokul Terk

☐ Ortaokul mezunu ☐ Ortaokul Terk

☐ Lise mezunu ☐ Lise Terk

☐ Üniversite mezunu ☐ Üniversite Terk

☐ Yüksek lisans mezunu ☐ Yüksek lisans Terk

☐ Doktora mezunu ☐ Doktora Terk

12. Kaç çocuk sahibisiniz? _____

13. Varsa kız çocuklarınızın sayısı: _____

14. Varsa erkek çocuklarınızın sayısı: _____

15. Şirketiniz kaç yılında kuruldu? _____

16. Şu an ki pozisyonunuzda kaç yıldır bulunuyorsunuz? _____

17. Şirketiniz hangi sektör(ler)de faaliyet göstermektedir?

_____

18. Şirketiniz bünyesinde toplam kaç kişi çalışmaktadır? _____

19. Şirketinizde kaçıncı kuşağı temsil ediyorsunuz? _____

Appendix E

Aşağıda hayatın belirsizliklerine insanların nasıl tepki gösterdiklerini tanımlayan bir dizi ifade yer almaktadır. Bu ifadelerin sizi ne derece doğru yansıttığını, yanındaki rakamlardan size uygun olanı işaretleyerek (X) belirtiniz.

1	2	3	4	5
Beni Hiç Tanımlamıyor		Beni Kısmen Tanımlıyor		Beni Tam Olarak Tanımlıyor

1. Belirsizlik, sağlam bir fikre sahip olmamı engelliyor.	1	2	3	4	5
2. Emin olamama, kişinin düzensiz olduğu anlamına gelir.	1	2	3	4	5
3. Belirsizlik yaşamı katlanılamaz hale getiriyor.	1	2	3	4	5
4. Yaşamda bir güvencenizin olmaması adaletsiz bir durumdur.	1	2	3	4	5
5. Yarın ne olacağını bilemezsem zihnim rahat olmaz.	1	2	3	4	5
6. Belirsizlik beni rahatsız, endişeli ya da stresli yapıyor.	1	2	3	4	5
7. Önceden kestirilemeyen olaylar beni alt üst ediyor.	1	2	3	4	5
8. İhtiyaç duyduğum bilginin tümüne sahip olmamak beni engelliyor.	1	2	3	4	5
9. Belirsizlik istediğim şekilde bir yaşam sürmemi engelliyor.	1	2	3	4	5
10. Beklenmeyen durumlardan kaçınmak için insan hep ileriye bakmalıdır.	1	2	3	4	5
11. Çok iyi planlanmışken bile beklenmeyen ufacık bir durum her şeyi bozabilir.	1	2	3	4	5
12. Harekete geçme zamanı geldiğinde belirsizlik elimi kolumu bağlıyor.	1	2	3	4	5
13. Belirsizlik içinde olmam, benim en iyi olmadığımı gösterir.	1	2	3	4	5
14. Emin olamadığım zaman, yapacaklarım konusunda ilerleyemiyorum.	1	2	3	4	5
15. Emin olamadığım zaman çok iyi iş çıkartamıyorum.	1	2	3	4	5
16. Benim aksime, diğer insanlar ne yapacaklarından emin gözüküyorlar.	1	2	3	4	5
17. Belirsizlik beni kırılgan, mutsuz ya da hüzünlü kılıyor.	1	2	3	4	5
18. Geleceğin benim için neler getireceğini her zaman bilmek isterim.	1	2	3	4	5
19. Beklenmedik olaylara katlanamıyorum.	1	2	3	4	5
20. En ufak bir şüphe bile harekete geçmemi engelliyor.	1	2	3	4	5
21. Her şeyi önceden organize edebilmeliyim.	1	2	3	4	5
22. Emin olamamam, güvensiz olduğum anlamına gelir.	1	2	3	4	5
23. Başkalarının kendi geleceklerinden eminmiş gibi görünmeleri adaletsizliktir.	1	2	3	4	5
24. Belirsizlik derin uyumamı engelliyor.	1	2	3	4	5
25. Bütün belirsiz durumlardan uzaklaşmalıyım.	1	2	3	4	5
26. Hayattaki belirsizlikler beni strese sokuyor.	1	2	3	4	5
27. Geleceğimle ilgili kararsız olmaya katlanamıyorum.	1	2	3	4	5

Appendix F

Aşağıda insanların iş ile ilgili olarak nasıl tepki gösterdiklerini tanımlayan bir dizi ifade yer almaktadır. Bu ifadelerin sizi ne derece doğru yansıttığını, yanındaki rakamlardan size uygun olanı işaretleyerek (X) belirtiniz.

	1	2	3	4	5	
	Beni Hiç Tanımlamıyor		Beni Kısmen Tanımlıyor		Beni Tam Olarak Tanımlıyor	

		1	2	3	4	5
1.	Telaş içinde ve zamana karşı yarışan biri olarak görünürüm.	1	2	3	4	5
2.	İş yerindeki arkadaşlarım çalışmayı bıraktığında bile ben kendimi çalışmaya devam ederken bulurum.	1	2	3	4	5
3.	Yaptığım bir işten hoşlanmasam bile sıkı çalışmak benim için önemlidir.	1	2	3	4	5
4.	Bir süreliğine işten uzaklaşmak istesem bile kendimi sıklıkla o iş hakkında düşünürken bulurum.	1	2	3	4	5
5.	Üstesinden gelebileceğimden çok daha fazlasını üstlenirim.	1	2	3	4	5
6.	Bir şeyi yapmak istesem de istemesem de o konuda çok sıkı çalışmam gerektiğine dair içten gelen bir zorlama hissediyorum.	1	2	3	4	5
7.	Çalışırken işleri belli sürede bitireceğime dair koyduğum zaman sınırlamaları yüzünden kendimi zora sokarım.	1	2	3	4	5
8.	Genellikle içimde beni çok çalışmaya iten bir şeyler olduğunu hissediyorum.	1	2	3	4	5
9.	Çalışmaya, arkadaşlarımla birlikte vakit geçirmekten, hobilerimden veya boş zaman etkinliklerimden daha fazla vakit harcarım.	1	2	3	4	5
10.	Bir iş üzerinde çalışmadığım zaman kendimi suçlu hissederim.	1	2	3	4	5
11.	Yaptığım iş keyifli olmasa da çok çalışmaya kendimi mecbur hissederim.	1	2	3	4	5
12.	Kendimi, telefonla konuşurken hem not alıp hem yemek yemek gibi iki veya üç işi aynı anda yaparken buluyorum.	1	2	3	4	5
13.	İşten izin aldığımda kendimi suçlu hissederim.	1	2	3	4	5
14.	Çalışmadığım zaman rahatlamakta güçlük çekiyorum.	1	2	3	4	5

Appendix G

Aşağıda, çalıştığınız iş yeri hakkındaki duygu ve fikirlerinizi yansıtacak cümleler bulunmaktadır. Lütfen bu cümlelere çalıştığınız iş yeriniz açısından ne ölçüde katıldığınızı ya da ne ölçüde katılmadığınızı aşağıdaki ölçekten yararlanarak numaralandırınız.

1	2	3	4	5
Kesinlikle Katılmıyorum		Kısmen Katılıyorum		Kesinlikle Katılıyorum

	1. Başka biri çalıştığım kurumu eleştirdiğinde, bunu kendime yapılmış bir hakaret olarak algılarım.
	2. Diğer insanların çalıştığım kurum hakkındaki düşünceleri beni çok ilgilendirir.
	3. Çalıştığım kurum hakkında konuştuğumda, genellikle "onlar" yerine "biz" kelimesini kullanırım.
	4. Çalıştığım kurumun başarısı benim başarımdır.
	5. Başka biri çalıştığım kurumu övdüğünde, bunu kendime yapılmış bir iltifat olarak algılarım.
	6. Medyada çalıştığım kurumla ilgili eleştiriler yer alırsa, kendimi mahcup hissederim.

Appendix H

Aşağıda, yapmakta olduğunuz iş hakkındaki duygu ve fikirlerinizi yansıtacak cümleler bulunmaktadır. Lütfen bu cümlelere yaptığınız işi düşünerek ne ölçüde katıldığınızı ya da ne ölçüde katılmadığınızı aşağıdaki ölçekten yararlanarak numaralandırınız.

1	2	3	4	5
Kesinlikle Katılmıyorum		Kısmen Katılıyorum		Kesinlikle Katılıyorum

	1. Şu anki işimde çalışıyor olmak başıma gelen en güzel şeylerden biridir.
	2. Benim için işim, benliğimin sadece küçük bir parçasıdır.
	3. İşimin bütün ayrıntılarıyla bizzat ve yakından ilgilenirim.
	4. İşimle yaşıyorum, işim benim için yemek yemek, nefes almak gibidir.
	5. İlgi alanlarımın çoğu işim üzerine yoğunlaşır.
	6. Şu anki işime çok bağlıyım.
	7. Çoğu zaman kendimi işimden kopmuş hissediyorum.
	8. Kişisel yaşam hedeflerimin çoğu iş odaklıdır.
	9. Varoluşumun temelinde işimin olduğunu düşünüyorum.
	10. Zamanımın büyük bir kısmında işime yoğunlaşmaktan hoşlanırım.

Appendix I

Aşağıda, yapmakta olduğunuz iş hakkındaki duygu ve fikirlerinizi yansıtacak cümleler bulunmaktadır. Lütfen bu cümlelere yaptığınız işi düşünerek ne ölçüde katıldığınızı ya da ne ölçüde katılmadığınızı aşağıdaki ölçekten yararlanarak numaralandırınız.

1	2	3	4	5
Kesinlikle Katılmıyorum		Kısmen Katılıyorum		Kesinlikle Katılıyorum

	1. İşim olmadığında nasıl zaman geçireceğime dair endişe duyuyorum.
	2. Hayatta birinci sıradaki önceliğim işimdir.
	3. Kendimi işimden bağımsız düşünemiyorum.
	4. İşim adına planladığım hedefleri tamamlayamamış olmak bende tedirginlik yaratabilir.
	5. Kendimi en yeterli ve yetkin hissettiğim yer iş yerimdir.
	6. Liderliği bıraktığımda, bilgi ve tecrübemin diğer kuşaklara aktarımı zor olabilir.
	7. Liderliği bıraktığımda, şirketteki işlerin yürümesi çok zor olabilir.
	8. Kendi kimliğimi işimden bağımsız olarak tanımlayamıyorum.
	9. Liderliği bıraktığımda, şirketimin kurumsallaşmamış olması bende tedirginlik yaratabilir.
	10. Liderliği bıraktığımda, insanlardaki hakimiyetimi kaybedeceğimden tedirginlik duyarım.
	11. Şirkette son sözü her zaman ben söylemek istiyorum.
	12. Liderliği bıraktığımda, şirketin verimliliğinde düşüş olabileceğinden tedirginlik duyarım.
	13. Liderliği bıraktığımda, bana olan saygı ve sevginin azalacağından tedirginlik duyarım.
	14. Liderliği bıraktığımda, kendimi pasif ve vasıfsız biri gibi hissedebilirim.
	15. Liderliği bıraktığımda, insanlarla olan iletişimimin zayıflayacağından tedirginlik duyarım.
	16. İşimin olmaması benim için "hayattan kopmak" anlamına gelir.
	17. Bu işi, benim gibi her anlamda yönetebilecek mükemmellikte birisini görmüyorum.
	18. Liderliği bıraktığımda bile bu işi hala kontrol edebilmek isterim.
	19. Emekli olma düşüncesi beni tedirgin ediyor ve kendimi emekliliğe hazır hissetmiyorum.

	20. Şirketin devamlılığı için endişem yok desem de içten içe endişeleniyorum.
	21. Bu işi devam ettirip büyütmenin benim dünyaya geliş sebebim olduğunu düşünüyorum.
	22. İşteki liderliğimi aile içindeki liderlik rolümden daha çok seviyor ve sahipleniyorum.
	23. Benim hayatımı oluşturan en büyük parça işim, işim olmadan kendimi eksik hissederim.
	24. Yeni neslin benim ulaştığım başarıyı sürdüremediğini görmek beni çok üzer.
	25. Yeni neslin işi devralma konusunda çok istekli ve tutkulu olmaması beni tedirgin ediyor.
	26. Yeni nesil şirketin devamlılığı için benim kadar fedakâr olmayabilir.
	27. Yeni nesil işletmemizde benim gördüğüm eksiklikleri fark edemiyor.
	28. Yeni neslin karar alma surecinde kullandığı stratejilere güvenmiyorum.
	29. Yeni neslin aile işini kendilerine bir yük olarak görüyor olması beni tedirgin ediyor.
	30. Yeni nesil bilgi ve eğitim olarak yeterli olsa da liderlik vasıfları yeterli düzeyde değil.
	31. Yeni nesil deneme yanılma yapacak vakte sahip olmadığı için tecrübesi eksik kalıyor.
	32. Yeni nesil benim oluşturduğum iş çevresine benim gibi hitap edemeyebilir.
	33. Yeni nesil benim sahip olduğum deneyimi hafife alıyor.
	34. Yeni nesil olası bir ekonomik krizi öngöremeyebilir ve bu krizle baş edemeyebilir.
	35. Yeni neslin önceliğinin iş olmaması beni tedirgin ediyor.