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ANKARA, TÜRKİYE

PROCEEDINGS BOOK

EDITED BY

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EXAMINATION OF ORGANIZATIONAL EMOTIONAL MEMORY AND RELATIONSHIP ORIENTED LEADERSHIP'S EFFECTS ON ORGANIZATIONAL INNOVATIVENESS IN ENERGY COMPANIES

ENERJİ ŞİRKETLERİNDE ÖRGÜTSEL DUYGUSAL HAFIZA VE İLİŞKİ ODAKLI LİDERLİĞİN ÖRGÜTSEL YENİLİKÇİLİK ÜZERİNDEKİ ETKİLERİNİN İNCELENMESİ

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ABSTRACT

Relationship-oriented leadership in organizations is an important factor for employees to have an egalitarian approach, to be solution and communication-oriented in their problems, to adopt positive feelings towards their organizations and to show creative activities in fulfilling their responsibilities towards their organizations. Relationship-oriented leaders can increase their innovative activities by sharing their power with their employees. However, with the sharing of this power, the sense of responsibility of the employees can also increase. For this reason, it is necessary to pay attention to the fact that this increased responsibility is to increase the creative and innovative activities of the employees. In other words, it is necessary for employees to expand their areas of responsibility where they can better use their knowledge related to their areas of expertise, or to have areas where they can fulfill their responsibilities. However, the knowledge of the employees who make up the organization is very important for organizational emotional memory. Thanks to the sharing of the knowledge of the organization from the past among the employees, it should be possible to carry out innovative activities for the future. In this context, organizational innovation must be sustainable in order for organizations to be successful against their competitors in an intense competitive environment. If organizational innovation cannot be realized, the life of the organization will be short in the sector it is in. In other words, due to the inability to realize innovation, the organization will have to gradually shrink and then end its activities. In this context, the research was conducted by collecting data from experts working in energy companies that make renewable energy investments in Istanbul. Looking at the results of the analysis, it is supported by the hypotheses that relationship oriented leadership and organizational emotional memory have a positive effect on organizational innovativeness. Since the data in the research were collected from energy companies investing in the field of renewable energy, whose headquarters are located in Istanbul, it should be evaluated by considering this limited situation in future research.

Keywords: Relationship Oriented Leadership, Organizational Emotional Memory, Organizational Innovativeness

ÖZET

Örgütlerde ilişki odaklı liderliğin olması, çalışanların eşitlikçi bir yaklaşım içinde olmalarında, yaşadıkları sorunlarda çözüm ve iletişim odaklı olunmasında, çalışanların örgütlerine karşı olumlu hisler benimsemelerinde ve örgütlerine karşı sorumlulukları yerine getirme konusunda yaratıcı faaliyetler



göstermelerinde önemli bir etkidir. İlişki odaklı liderler sahip oldukları gücü çalışanlarıyla paylaşarak yenilikçi faaliyetlerin artmasını sağlayabilirler. Ancak bu gücün paylaşılmasıyla çalışanlarda sorumluluk hissiyatının da yükselmesi gerçekleşebilir. Bu nedenle bu artan sorumluluğun çalışanların yaratıcı ve yenilikçi faaliyetleri artırıcı yönde olmasına dikkat edilmesi gerekmektedir. Yani çalışanların uzmanlık alanlarını ilgilendiren bilgi birikimlerini daha iyi kullanabilecekleri sorumluluk alanlarının genişletilmesine ya da sorumluluklarını yerine getirebilecekleri alanlara sahip olmaları gerekmektedir. Bununla birlikte, örgütü oluşturan çalışanların sahip oldukları bilgi birikimi örgütsel duygusal hafıza için oldukça önemlidir. Geçmişten itibaren örgütün sahip olduğu bilgi birikiminin çalışanlar arasında paylaşılması sayesinde geleceğe yönelik yenilikçi faaliyetlerin gerçekleştirilebilmesinde sağlanabilmelidir. Bu kapsamda örgütlerin yoğun rekabet ortamında rakiplerine karşı başarılı olabilmeleri için örgütsel yenilikçiliğin sürdürülebilir olması gerekmektedir. Örgütsel yenilikçiliğin gerçekleştirilememesi durumunda örgütün ömrü bulunduğu sektörde kısa olacaktır. Yani yenilikçiliğin gerçekleştirilememesinden dolayı örgüt yavaş yavaş küçülmeye sonrada faaliyetlerini sonlandırmaya doğru gitmek zorunda kalacaktır. Bu kapsamda araştırma genel müdürlükleri istanbulda bulunan yenilenebilir enerji yatırımları yapan enerji şirketlerinde çalışmakta olan uzmanlardan veriler toplanarak yapılmıştır. Analiz sonuçlarına bakıldığında ilişki odaklı liderlik ve örgütsel duygusal hafıza'nın örgütsel yenilikçilik üzerinde olumlu yönde etkisi olduğu hipotezlerle desteklenmektedir. Araştırmada veriler genel müdürlükleri istanbul'da bulunan yenilenebilir enerji alanında yatırım yapan enerji şirketlerinden veriler toplandığından dolayı gelecekte yapılacak araştırmalarda bu kısıtlı durumun dikkate alınarak değerlendirilmesi gerekmektedir.

Anahtar Kelimeler: İlişki Odaklı Liderlik, Örgütsel Duygusal Hafıza, Örgütsel Yenilikçilik

Introduction

Relationship behaviors of leaders in organizations; It can be counted as keeping communication channels accessible and open, transferring some of the responsibility to subordinates, sharing power with them, and enabling them to be a part of problem solving with their own ideas. Through these behaviors, the leader creates an environment of mutual trust in the organization, encourages friendship and provides socio-emotional support (Drost, 2001). Bloisi et al. (2003) emphasized in their research that the leader's employee-oriented behaviors aim to meet the social and emotional needs of the followers. Reitz (1987), on the other hand, stated that the leader, who takes the individual into account, helps his subordinates with their personal problems, takes their suggestions into account and takes action, takes care to treat everyone equally and supports his subordinates. In addition, a relationship-oriented leader; There are also studies claiming that by emphasizing an egalitarian approach in which everyone participates, it reveals the aspects of management that should not be known by everyone (Cohen et al., 2004). It can be assumed that this characteristic of the leader has a positive effect on both organizational emotional memory and organizational innovation. Organizational emotional memory, on the other hand, is characterized as the storage of emotional experiences and events that occur unconsciously during the period. The periodic framework of organizational emotional memory is activated by the stimulation of certain individuals, certain conditions and stimuli with a certain emotional meaning. Examples of these stimuli are an environmental change, an economic crisis, a recorded meeting, the loss of a loved one (Ebbers & Wijnberg, 2009). Organizational emotional memory refers to collectively stored information. It refers to the accumulation of information such as a firm's business objectives, market conditions, marketing strategies, competitive position and product features (Camison & Villar-Lopez, 2011). Since organizational emotional memory is not stored centrally and is stored distributed among the stakeholders of the organizations, the dissemination of organizational emotional memory within the organization is vital (Chen, 2011). For this reason, it was assumed in the research that the effect of both independent and mediation variables on organizational emotional memory would be positive. While the concept of innovation is generally defined as the adoption of a new product, service, production process, technology, management system or a plan, program or behavior related to the members of the organization; Organizational innovation is the adoption of new behaviors and ideas in all activities of the organization and in all areas. This can be self-development or outsourced. In any case, there must be an innovative organizational culture (Sujiyanto, 2020).



Organizational innovation, on the other hand, is the desire of an organization to harmonize its ideas or processes inside or outside the organization and to bring the resulting product or service to the market before it starts to compete with others. Presenting more than one innovation rather than one shows that organizational innovation is excellent. Areas facing organizational innovation; It emerges in various dimensions from small changes in existing products or services to the best performance, firsts or technology applications that will change the market (Özkan & Turunç, 2015). As a result of these researches in the literature, a research model was developed and hypotheses were tested. The sample group of the research consists of experts working in energy companies that invest in renewable energy sources, whose headquarters are located in Istanbul. Looking at the analysis results of the research, it is supported by hypotheses that relationship oriented leadership has positive effects on organizational emotional memory and organizational innovativeness. At the same time, it is supported by hypotheses that organizational emotional memory has both an independent and mediation variable effect. Since the data in the research were collected from experts working in energy companies with their headquarters in Istanbul, it is recommended that similar studies, which are planned to be done in the future, should be examined and comparative analyzes should be made, considering this limited situation.

Literature Review

Relationship Oriented Leadership

In leadership studies conducted at Ohio University, relationship-oriented leaders who take people into account are leaders who focus on establishing quality relationships with their subordinates that both parties find positive and enjoy (Jones & George, 2007). Trust, respect, value and good relations can be counted as indicators that leaders take their followers into account, in other words, they are relationship-oriented (De Vries et al., 2010). The relationship-oriented leader is referred to with positive expressions such as well-being and support, showing interest and respect for his followers (Tabernero et al., 2009). relationship-oriented leadership; It also includes the prosocial behaviors of employees and managers (Sahertian & Soetjpto, 2011). The fact that the leader is purely relationship-oriented may not always be a desired leadership style. It can be seen as a way to increase the effectiveness of the leader to make a balanced transition between certain styles according to the situational characteristics of the organization. In the researches, it has been seen that the job satisfaction, frequency of cooperation, motivation and group work efficiency of the employees in organizations where relationship-oriented leadership is dominant are high. On the other hand, the turnover rate, late arrival and early leaving behaviors are lower (Hellriegel & Slocum, 1992; Reitz, 1977). In this context, a research model was developed assuming that relationship-oriented leadership has positive effects on both organizational emotional memory and organizational innovativeness. Relationship-oriented leadership is important, especially since innovation activities in energy companies investing in renewable energy sources are increasingly important due to energy needs. Relationship-oriented leaders; Relationships with followers are expected to be friendly, based on respect and trust, supportive and open. In the said leader and follower relationship; It is important that the organizational climate provides supportive conditions where followers can satisfy their needs such as respect and appreciation, belonging and self-actualization. Satisfying these needs, which Maslow describes as belonging and esteem and the basic psychological needs theory as relational needs, both in private and working life; affects the motivation of employees (Abou Elnaga, 2013). In this context, the effects of relationship-oriented leadership on both organizational emotional memory and organizational innovativeness are examined in the research.

Organizational Emotional Memory

The mood aspect of organizational memory is very important. The idea that there is a type of organizational memory in which the emotional elements predominate and that this should be examined was first put forward by James P. Walsh (1995). In addition to the cognitive elements of organizational memory, it is accepted that the emotion element is a concept on its own that needs to be examined. Organizational culture also has a significant impact on the distribution of organizational emotional memory and the mutual sharing of organizational emotional memory by stakeholders. If the organizational emotional memory is correctly distributed among the stakeholders of the organization and spread to each stakeholder, since it will affect the values and beliefs of the stakeholders, it will also increase the commitment of the stakeholders to their duties and responsibilities, and will also be effective



in creating a sense of personal responsibility and taking personal responsibility (Eisenman & Frenkel, 2021). Organizational emotional memory is stored centrally. Information is distributed among different holding units in organizations. For this reason, past emotional experiences are not distributed or shared among people within the organization (Bradley, 2014). Organizational emotional memory is related to the past and present of the current events in people's business life and is the skills and operational knowledge formed as a result of the learning experience of the organization. The said information; It consists of procedures developed to process routine purchase orders, customer needs, and customer complaints. When these procedures are applied to the product / service by making the right analysis, it may be possible to achieve success in innovation. Organizational emotional memory is also important for energy companies investing in renewable energy sources. Because, in order to carry out innovative activities, sharing the experiences of the employees with each other, not repeating the mistakes made in the past and being successful in innovative activities show the importance of organizational emotional memory. Bowen (2014) considers organizational emotional memory clarity as the congruence between targeted effects and actual effects on stakeholders. From an operational point of view, it is important to obtain the desired returns. If the emotional memory created by the top management of an organization cannot spread to the outermost stakeholder, it does not seem possible to give the desired results. In this context, both the independent and mediation variable effects of organizational emotional memory are analyzed in the research. Tested hypotheses:

H1: Relationship oriented leadership positively affects organizational emotional memory in energy companies.

H4: There is a mediation effect of organizational emotional memory between relationship oriented leadership and organizational innovativeness in energy companies.

Organizational Innovativeness

The relationship between the organization and the concept of innovation Kimberly (1986); He explained it with approaches such as the organization that is an innovation user, the organization that creates innovation, the organization that creates and uses innovation, the organization as a tool for innovation, and the organization itself being an innovation. Organizational innovation is expressed as making new structural changes (Balevičienė, 2021). Wang and Ahmed (2004) criticized the reduction of the concept of organizational innovation, which has a complex structure, to the dimension of product innovation and developed a holistic concept. According to this approach, organizational innovation; It is expressed as the introduction of new products or the development of new methods as a result of combining innovative behavior or processes with strategic methods (Abu Seman, 2020). Energy companies investing in renewable energy sources with this idea need to constantly develop new products/services and new methods. For this reason, organizational innovation starts with an idea obtained inside or outside the company, and then continues with the development of new markets and the development of the supply chain as a result of the development of new or improved products, methods or methods. The final stage is commercialization. The point to be noted here is that the organizational innovation process extends from production to after-sales (Özdevecioğlu et al., 2012). As a result of organizational innovation, the performance of managements whose business methods change is also increasing. Therefore, there is a positive relationship between performance and organizational innovativeness. In this regard, managers need to increase the interaction between employees and business functions. At this point, supporting individual talents with technical changes positively affects performance (Oslo Manual, 2005). In this context, the effects of both relationship-oriented leadership and organizational emotional memory on organizational innovation are examined in the research. Tested Hypotheses:

H2: Relationship oriented leadership positively affects organizational innovativeness in energy companies.

H3: Organizational emotional memory positively affects organizational innovativeness in energy companies.

Methodology

Population and Sample

In the research, data were collected from experts working in energy companies that invest in renewable energy sources, whose headquarters are located in Istanbul. Questionnaires were sent to employees in different positions working in this sector via the link.

Table 1. Demographic Characteristics of Participants

Demographic Characteristics		<i>f</i>	%
Gender	Male	205	56
	Woman	157	44
Education	Bachelor	291	80
	Master	62	17
	Phd	9	3

When the results in Table 1 were checked; 44% of the participants were female and 56% were male. When the education level of the participants is questioned, it is seen that 3% are doctoral graduates, 17% graduate, and 80% of them are university graduates.

Scales

For the **Relationship Oriented Leadership** scale, the scales specified by Northouse (2004) were used. For the **Organizational Emotional Memory** scale, the scales specified by Akgun et al. (2012) were used. The study of Wang and Ahmed (2004) was used for the **Organizational Innovativeness** scale. The scales are given in **Appendix 1** at the end of the research as a table.

Research Model

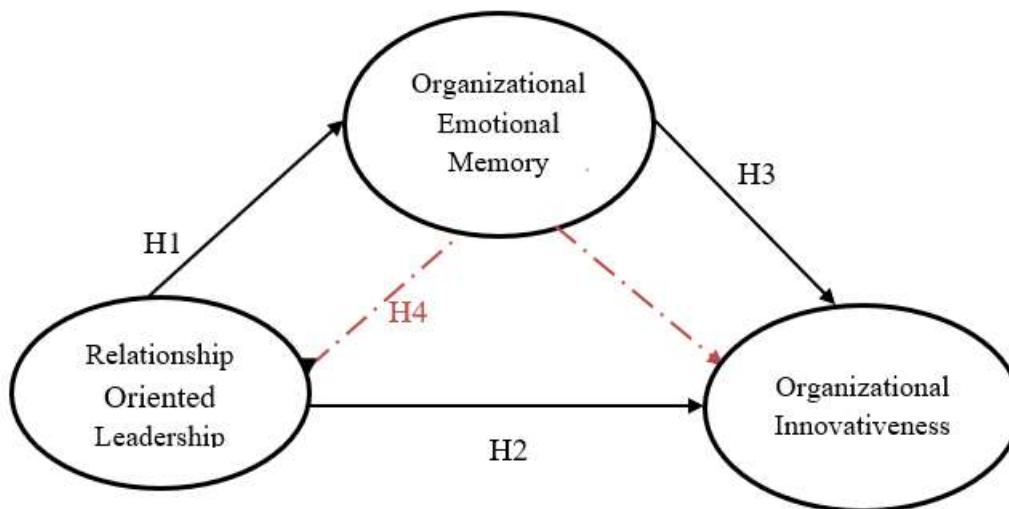


Figure 1. Conceptual Research Model

The working model is given in Figure 1. Three direct effects and one indirect effect were analyzed for the model. Organizational Emotional Memory (OEM) was designed as the independent variable for all hypotheses. While Relationship Oriented Leadership (ROL) and Organizational Innovativeness (OI) were designed as dependent variables for different hypotheses, the RFL variable was designed as the mediation variable for the hypothesis in which the mediation effect analysis was made. In the research, the analyzes were made in the SPSS program.

After the Factor analysis results of the obtained data were presented, the hypotheses were tested. In the analysis, it was seen that the three-factor structure explained 59.7% of the desired feature. Since the variable structures are designed as reflective in the analysis, there is no problem in removing the expressions that do not show the appropriate factor load from the analysis. Statements that did not show appropriate factor loading were excluded from the analysis.

Table 2. KMO and Bartlett's Test Results

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0,933
Bartlett's Test of Sphericity	Approx. Chi-Square	7969,948
	Df.	276
	Sig.	0,000

The results of the KMO test indicate whether the data are suitable for factor analysis. The KMO value obtained was 0.933, indicating that the data were suitable for factor analysis. In addition, according to the result of the Bartlett test, which shows whether the correlation matrix is the unit matrix; A signature value less than 0.05 means that the matrix is not a unit matrix. According to these two results, the data are suitable for factor analysis.

Table 3. Factor Loadings and Reliability-Validity Values

Variables	Items	Factor Loadings	Construct Reliability and Validity Values		
			Cronbach Alpha	AVE	CR
Organizational Emotional Memory	OEM1	,717	,898	,524	,916
	OEM 2	,735			
	OEM 5	,754			
	OEM 6	,748			
	OEM 7	,770			
	OEM 8	,754			
	OEM 10	,724			
	OEM 11	,685			
	OEM 12	,720			
	OEM 13	,620			
Organizational Innovativeness	OI1	,705	,882	,550	,916
	OI2	,649			
	OI3	,720			
	OI5	,810			
	OI6	,781			
	OI7	,736			
	OI8	,720			
	OI10	,744			
Relationship Oriented Leadership	ROL1	,830	,900	,715	,926
	ROL2	,839			
	ROL3	,868			
	ROL4	,870			
	ROL5	,819			

Factor loading Cronbach Alpha values for all factors are greater than 0.80. In addition, the subtracted mean variance (AVE), which is the determinant of the convergence value, is in the range of 0.524-0.715, and an AVE above 0.5 is statistically significant (Piriyakul, 2016). CR value is greater than 0.70. As a result, the convergence value of the scales was guaranteed (Hair et al., 2010) and the internal consistency reliability was provided at a high level (Arslantürk & Arslantürk, 2016). In addition, the fact that the CR value is higher than the AVE value in all factors ensures the validity of the construct (Hair et al., 2012). The findings of the analysis confirm that it is applicable in the evaluation of the 21-question scale questionnaire.

Table 4. Descriptive Statistics, Correlations and Discriminant Validity Values

VARIABLES	Number of Items	Correlations			Descriptive Statistics			
		RFL	OEM	OI	Mean	Std. Deviation	Skewness	Kurtosis
Relationship Oriented Leadership	5	<u>,846</u>			3,77	,93	-,685	,068
Organizational Emotional Memory	9	,144**	<u>,724</u>		4,51	,41	-,687	,603
Organizational Innovativeness	10	,134**	,684**	<u>,741</u>	4,36	,51	-,565	-,247

Table 4 shows the number of items in the scales, the confidence values obtained from these items, and the mean, standard deviation, skewness and kurtosis values for the variables created by calculating the evaluation average of the items. Underlined and bold expressions appearing in the Correlations column indicate discriminant validity values according to Fornell and Larcker (1981) criteria. The row and column with these values should have the largest value, that is, the largest value when compared with other correlation coefficients. The correlation value represents the rate of variance of the endogenous variable in the structural model. These values reveal the quality of the model. The literature emphasizes that the correlation values represent 0.02 (small), 0.13 (medium), and 0.26 (large) values (Cohen, 1988). When we analyzed the results of this research, we found that all the correlation values quoted to explain the quality of the structural model were greater than 0.02. In addition, according to the results obtained, it is seen that the highest Kurtosis value with 0.603 belongs to the OEM variable and the lowest Kurtosis value with -0.247 belongs to the OI variable. When the Skewness statistical values are examined, the highest value with -0.565 belongs to the OI variable, and the lowest value with -.687 belongs to the OEM variable. The fact that the Skewness and Kurtosis values of the variables are between -2 and +2 according to George and Mallery (2010), indicates that the data have a normal distribution. The analysis showed that the variables had a normal distribution (+2, -2).

Table 5. Regression Analysis Results (H1-H3)

	Independent Variables	Dependent Variables	Standart β	Sig.	Adjusted R ²	F Value	Decision
H1	Relationship Oriented Leadership	Organizational Emotional Memory	,134	,001	,016	11,016	Support
H2	Relationship Oriented Leadership	Organizational Innovativeness	,144	,000	,019	12,861	Support
H3	Organizational Emotional Memory	Organizational Innovativeness	,684	,000	,466	529,7446	Support

According to the results of the established linear regression equations, H1, H2 and H3 hypotheses were accepted. Accordingly, ROL has a positive effect on OEM and OI, and OEM has a significant positive effect on OI. After this stage, mediation effect analysis was started and mediation effect size was tried to be revealed by using Variance Accounted For (VAF) Value. The VAF value is between 0 and 1, between 0.8 and 1 means “full” mediation, between 0.2 and 0.8 it means “partial” mediation, and less than 0.2 means “no mediation effect”. income (Hair et al., 2021). The VAF value is found by dividing the indirect effect by the total effect (indirect + direct).

Table 6. Mediation effect results (H4)

	Path	Indirect Effect	Direct Effect	Total Effect	VAF	Decision
H4	ROL→OEM→OI	0,092	0,144	0,236	0,39	Partial

The OEM has a partial mediation effect on the effect between ROL and OI.

Discussion and Conclusion

It is also possible that there will be positive effects as a result of the organizations' innovative activities and the successful management of these innovative activities in a sustainable way. It does not seem possible for organizations that do not carry out innovative activities to be successful in their markets. Especially in the energy market, the depletion of underground resources (such as oil, coal) has led energy companies to alternative sources and investments have been made in renewable energy sources at a high rate. It is possible for organizations to be successful in a competitive environment with positive effects on both the managerial and organizational structure. For this reason, it is necessary to pay attention to the leadership role, which is one of the important factors. For example, the reason why technology companies such as nokia, sony and blackberry lagged behind in the smartphone industry was due to the perspective of the senior executives in these companies. Similarly, in energy companies, it is important how effective the leaders are in innovative activities according to the role they have. In this context, the effect of the relationship-oriented leadership role was examined in energy companies that invest in renewable energy sources and engage in innovative activities. In the research, it is supported by hypotheses that relationship-oriented leadership has positive effects. In particular, it has been found in the literature that relationship-oriented leadership positively affects the performance of followers (Shea & Howell, 1999), improves organizational commitment (Dai et al., 2013), and encourages organizational citizenship behavior (Humphrey, 2012). Considering the results of the research together with these results, it is seen that relationship-oriented leadership positively affects both organizational emotional memory and organizational innovativeness. Organizational innovation refers to the implementation of a product, process or program that is developed in-house or outsourced. It provides a competitive advantage to the business. It also contributes positively to other types of innovation and is difficult to imitate. It is very difficult for a business with low organizational innovation ability to produce new products (Cozzarin, 2017). In organizational emotional memory, the knowledge and skills in the brain of each individual in the organization are presented to the use of the organization. Working in groups, general knowledge and skills are acquired and procedures are stored in usage documents (Dacin et al., 2010). The measurement of organizational emotional memory is due to the fact that negative emotions can be used for the realization of the goals and objectives of the organization when properly managed. Considering the results of the analysis of the research, organizational emotional memory has both an independent and mediation variable effect. For this reason, the positive transfer of organizational emotional memory among individuals within the organization can also positively affect the innovative activities of the organization. Since the data in the research were collected from energy companies with their headquarters in Istanbul, it is recommended to develop a research model in future studies by taking this limited situation into account.

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Appendix 1: Scales

Organizational Emotional Memory (OEM)
OEM1. In the company I work for, individuals' personal intense emotional experiences; shared with other individuals.
OEM2. In the company I work for, individuals can create a common language to share their past emotional experiences.
OEM3. In the company I work for, individuals' past emotional experiences play the role of a bond that holds them together.
OEM4. At the company I work for, the prevailing organizational culture allows individuals to mobilize, recollect, and recall their emotional experiences.
Organizational Innovativeness (OI)
OI1. In the company I work for, he is usually a market leader in the introduction of new products and services.
OI2. At the company I work for, our new products and services are often perceived as original by consumers as well.
OI3. At the company I work for, our new products and services contain only minor differences from our previous products and services.
OI4. The company I work for, R&D or new product development resources are insufficient to meet the need for new product and service development.
OI5. Compared to competitors, the company I worked for in the last five years has launched more innovative products and services.
OI6. Compared to competitors, the company I work for has been quicker to bring new products and services to market.
OI7. At the company I work for, the structure of our service processes is newer than that of our core competitors.
OI8. The company I work for, new products and services often put us ahead of our competitors.
OI9. Compared to competitors, the company I work for is less successful in introducing new products and services to the market.
OI10. We make continuous improvements in all processes in the company I work for.
OI11. The company I work for is changing its service methods more quickly than its competitors.
OI12. In the company I work for, the investments we make for new service methods have an important place in the annual turnover.
Relationship Oriented Leadership (ROL)
ROL1. In the company I work for, the leader also establishes relationships with the employees regarding matters outside of the job.
ROL2. In the company I work for, the leader informs employees about activities that affect them.
ROL3. In the company I work for, the leader consults with employees when making decisions that affect them.
ROL4. In the company I work for, the leader appreciates the contributions and achievements of the employees.
ROL5. In the company where I work, the leader helps employees resolve disagreements, conflicts, conflicts.