

RANKING THE RECREATIONAL LEADERSHIP FACTORS IN THE BEHAVIORAL DIMENSION AND SELECTION OF THE MOST IDEAL ORGANIZATIONAL CITIZENSHIP MODEL

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Abstract: *The concepts of management and organization are concepts that have existed throughout human history and are necessary for regular human life. Since people live in groups, management is needed to ensure the order of these groups, to establish a hierarchical structure, and to achieve goals and objectives. In order for these groups to reach their goals and objectives, someone (from within the group or outside of the group) needs to take a managing and guiding role. It is possible to state that these guides are leaders who can gather people around certain goals and objectives with their own beliefs and opinions, rather than being appointed by someone, who can influence and mobilize them. Therefore, the concept of leadership also emerges as a phenomenon that has existed in every period of history. For this reason, leadership styles and behaviors are important issues that need to be focused on, regardless of any field such as production, management, marketing, tourism, engineering. In this study, it is aimed to rank the recreational leadership factors of tourist guides in behavioral dimension according to their importance and to determine the most ideal organizational citizenship behavior model at this point. According to the results of the study, in which Entropy and Grey Incidence Analysis (GIA) methods were used, it was determined that the most important criterion in behavioral recreational leadership factors was "paternalistic leadership", and the most ideal organizational citizenship model alternative criterion was "altruism". Therefore, it can be said that it would be more beneficial for the tourist guides, who constitute the sample group of the study, to exhibit leadership behavior at the paternalistic level and organizational citizenship behavior in the altruism dimension.*

Key words: *Recreational Leadership, Organizational Citizenship, Tourist Guides, Entropy, GIA.*

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1. Introduction

A personnel policy built on the principle of merit and managed correctly/honestly is very important and necessary in every field or type of work. In particular, the success of the activities carried out in an organized manner depends more on the leader who will manage and direct the organization compared to other activities (Meyer, 1942). The success of these organizations is closely related to the fact that the leader, who will manage and direct the group members, is someone who is believed, trusted and respected. Because when people trust someone, they assume that they will act honestly and correctly and will not abuse their trust (Robbins, 2002). Therefore, trust is the essence of leadership and it is impossible for a person to lead those who do not trust him. Leaders try to create an organizational culture that will create trust, progress and growth in people with the actions, behaviors and management style they exhibit. Allowing others to develop and mature is also the essence and result of leadership (Fairholm and Fairholm, 2009). Leadership is an interpersonal interaction applied in certain situations and conditions, and leaders lead people to achieve a certain goal or goals throughout the communication process (Tannenbaum and Massarik, 1957). Moreover, it can be said that organizational citizenship behavior (OCB), which is related to the voluntary individual behavior above and beyond what people can do in order to support the organization and its functioning (Organ, 1988; 1997), is one of the characteristics of most leaders. It is possible to say that OCB and the concepts of commitment, devotion and loyalty are closely related. Therefore, leaders dedicate themselves to the goals and objectives they set. Leadership and OCB also play an important role in recreational activities that enable people to regain their energy, renew themselves, and thus be more efficient and productive.

Regardless of the business line, leisure and recreation activities are important and necessary for people to be more productive, reproduce and find themselves. Because leisure activities pave the way for people to renew, rest, recuperate, get away from busy, stressful and routine work life, find themselves, establish or strengthen social relationships with other people, be free, make life as rich and full as possible, and manage their daily plans, schedules and time (Kelly, 1990). People often participate in such activities individually or in groups. As with all activities carried out as a group, a leader who creates, directs and leads this group is needed in leisure or recreation activities. Tour guides, who lead tourist groups participating in touristic trips as a leisure and recreational activity, also strive for the welfare of their group members. In this study, it is aimed to rank the recreational leadership attitudes in behavioral dimension of the tourist guides examined within the scope of the recreational leader and to determine the best organizational citizenship model in this direction. The criterion weights were determined by the Entropy method and the GIA was used in the selection of the most ideal organizational citizenship model. In the following parts of the study, there is a detailed literature review on recreational leadership and OCB; Entropy and GIA methods were applied and explained in detail in the part of methodology, and the study was completed with the Conclusion-Suggestions.

2. Literature Review

In group activities, management and leadership are very important. Here, the behaviors exhibited by the manager or leader and some organizational behaviors such as organizational citizenship have a key role. Morale can be built through recreation, and on the other hand, behaviors learned through recreation can help in facing and coping with problems. For this reason, workers for recreation area should realize that they are both leaders and educators (Lindeman, 1941). In particular, the success of organized recreational activities is more dependent on the leader who will direct the organization than any other factor (Meyer, 1942). Leadership styles should be modified to reflect situational factors. Most leadership is based on either a directive or a supporting force (Robbins, 2002). It can be said that recreational leadership is a leadership attitude in which different leadership characteristics can be exhibited according to situational conditions in terms of some basic responsibilities. Recreational leadership encompasses different functions, in various forms and to a large extent, for various purposes. Recreational leaders manage many different types of recreational activities and engage with leisure/recreation agencies. They help organize and manage programs that display a wide variety of activities, and even take on these functions (Demirdağ, 2019; Tezcan, 1977). From this point of view, in this study, it is aimed to rank the recreational leadership factors of tourist guides in the behavioral dimension and to determine the most ideal organizational citizenship model. No academic study examining the relationship/effect between recreational leadership and organizational citizenship behaviors has been found. This situation shows that this study on related subjects is original. A detailed literature review is presented below, along with the examination of some notable academic studies on recreational leadership and organizational citizenship in the tourism sector;

Karaküçük and Yetim (1996), who conducted research on leadership and its functions in recreational activities, underlined that the effect of leadership behavior types can change according to the type of activity and application conditions in a wide variety of recreational activities.

Gubersky et al (1955), who studied the subject of recreation for the elderly, reached the conclusion that a mature leader must have certain characteristics. Gubersky et al listed these characteristics (commands) that a leader should have such as “know and follow topics related to field”, “give professional guidance”, “be open to learning, try to learn from leaders in own group and other groups”, “know yourself”, “be confident but be prepared to make mistakes”, “have the tools for a particular job and the know-how”, “use a top-down communication system for good communication”, “don't spread yourself too much by taking on too much responsibility”, “develop good human relations with people” and “think”.

According to the results of a study (Demirdağ and Güçer, 2019) examining the relationship between business ethics and recreational leadership, it has been determined that there were significant relationships between recreational leadership behavior and business ethics.

According to the results of a study conducted by Hambrick et al (2018) on cohesion and leadership in individual sports in running groups, it was concluded that individuals who run for recreational purposes adapt, and informal leaders emerge alongside formal leaders.

In the study of Basoglu (2013a), in which he examined the relationship between participation in recreational activities and leadership behaviors of secondary school students, it was determined that students engaged in sports activities showed transformational leadership characteristics, while students who did not engage in sports activities showed more interactional leadership characteristics. In another study, Basoglu (2013b) examined the relationship between leadership and participation in recreational activities on citizens, he concluded that the behaviors of recreational leaders who carry out recreational activities directly affect the participation of citizens in activities. Therefore, it can be interpreted that the role and importance of the leaders who organize and manage the recreational activities in participation and implementation of activities is quite high.

When the above studies on recreational leadership are examined, it is seen that the evaluation of recreational leadership in terms of participants or its relationship with different variables has been examined. In this study, the relationship between organizational citizenship behavior and recreational leadership of tourist guides has been tried to be revealed. However, the absence of any academic study on the relationship between organizational citizenship and recreational leadership reveals the importance and originality of this study. In order to better understand the organizational citizenship behavior of tourist guides, the following paragraphs of the research include a literature review on organizational citizenship behavior in the tourism sector.

Tuan and Ngan (2021), who conducted research on ethical leadership to shape the service-oriented organizational citizenship behavior of tourism salespeople who have almost the same purpose as tourist guides, concluded that there is a significant relationship between ethical sales leadership and organizational citizenship behavior.

According to the results of an academic study (Buil et al, 2016) investigating the relationship between internal brand management and organizational citizenship, it was found that work engagement is an important predictor of organizational citizenship, and that identification also affects organizational citizenship behavior.

As a result of a study on promoting service-oriented organizational citizenship behaviors in hotel establishments (Tang and Tang, 2012), it was revealed that high-performance human resources practices affect employees' cognitions about how they are treated by hotels and what service behaviors are expected. In addition, it has been determined that high-performance human resources practices positively affect collective service-oriented organizational citizenship behaviors.

In the another study conducted by Kim et al (2020) on the environmental leadership of hotels and the organizational citizenship behaviors of employees, it was concluded that the environmental belief of the employees, both environmental transformational leadership and environmental policies, have an effect on the organizational citizenship behavior towards the environment, and that the organizational support perception of the employees is related to the environmental belief and organizational citizenship behavior towards the environment.

In the study by Dewi et al (2021), in which the predictions about the relationship between psychological ownership and job satisfaction and organizational citizenship behavior were examined, it was predicted that the personality traits of the employees affected the organizational citizenship behavior positively.

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In general, there are numerous academic studies on organizational citizenship behavior, which is a positive organizational variable for businesses, employees and managers. Organizational citizenship behavior, which is associated with different dimensions, in which the relationship/effect between different variables is investigated or compared with the personality traits of the employees, is also a very important behavior for tourist guides who guide and lead tourists. From this point of view, the aim of this research is to rank the recreational leadership factors of tourist guides in behavioral dimension and to determine the most ideal organizational citizenship behavior model by using Entropy and GIA methods. In the following part of the paper, information about the method used in the study, the universe-sample and the scales are presented.

3. Methodology

In this study, it is aimed to rank the recreational leadership factors of tourist guides in behavioral dimension according to their importance and to determine the most ideal organizational citizenship model. In line with the aforementioned purpose, the data set of the research was created by applying the survey technique to a total of 12 licensed guides operating in Ankara, Turkey. The Recreational Leadership Scale developed by Demirdağ (2019) was used regarding the recreational leadership expressions in the behavioral dimension. In this scale, there are a total of 7 factors as “democratic (participatory)”, “paternalist”, “transformer”, “charismatic”, “authoritarian”, “libertarian” and “innovative”, and the participants were asked to rate these factors from 1 to 5 according to themselves. In the scale used to determine the ideal organizational citizenship behavior model, there are 5 dimensions in total, which are determined by Organ (1997), consisting of “altruism”, “compliance”, “sportsmanship”, “courtesy”, and “civic virtue”. In the aforementioned scale, the guides were asked to rate from 1 to 5 according to the leadership dimensions in order to determine the most ideal organizational citizenship behavior model. On the back page of the questionnaire, which is applied to the tourist guides and consists of two parts, there are explanations about the concepts. The analysis of the data collected in accordance with the purpose of the study was carried out using Entropy and GIA methods. Entropy-based GIA methods were chosen in the study, and fuzzy methods were not preferred. Because the main problem of fuzzy logic is that there is no definite method to prove in the analysis of stability, observability and controllability in fuzzy methods. In addition, nowadays this is only possible with expensive experiences (Elmas, 2003). In other hand, according to Menteş (2000), fuzzy methods do not have a definite formal design and do not have good metrics, and it is not possible to predict how well they will yield compared to traditional methods and when they should be used. Fuzzy methods are not preferred due to the issues mentioned above.

The Entropy method, which is a Multi-Criteria Decision Making (MCDM) method, was used to determine the importance levels of recreational leadership factors in the behavioral dimension of tourist guides in Ankara. Because MCDM methods are applied differently from statistical analysis techniques, that is, they are methods in which objective and non-objective factors are evaluated together. Analyzes are carried out within the framework of expert opinions, and at the same time, the study can be shaped according to the opinion of a single expert or the opinion of a group of

experts. On the other hand, MCDM methods are not among the methods used to generalize from a sample mass to the main mass as in statistical analysis. So, these methods are methods in which subjective and objective criteria can be evaluated together and analysis is carried out according to expert opinions (Korucuk, 2021). In this section, the Entropy method, which is used to evaluate the criteria determined for the factors affecting the recreational leadership process of tourist guides in the behavioral dimension, is explained.

3.1. Entropy

Entropy is one of the weighting methods that reflect reality. Entropy, an effective method used to explain the maximum uncertainty or minimum certainty of the problem, also eliminates human-induced errors. In practice, the smaller the value in the method, the smaller the degree of irregularity (Wu et al, 2011; Çiçek, 2013). According to Bouraima et al (2021), Entropy method is a means of ambiguity in information produced regarding the hypothesis of the probability. Moreover, the nature of the criteria marked as inputs allows objective determination of the weights of criteria and the Entropy method is applied. (Blagojević et al, 2020).

In decision-making problems involving many criteria, the Entropy method is evaluated in the category of objective weight calculation methods in the literature for calculating criterion weights. In the Entropy method, the data in the decision matrix is used to calculate the weights of the criteria in the decision problem. The applicability of the method is quite easy since there is no need for any other subjective evaluation (Ayçin and Güçlü, 2020).

Unlike other Multi-Criteria Decision Making methods (such as SWARA, AHP and Analytical Network Process) used for weight finding, the method does not require a separate data set for criteria (Ulutaş, 2019). Ecer (2020) states that the Entropy method yields very good results in different evaluation events in different decision-making processes. Because with this method, by calculating the irregularities between the criteria, decision makers can draw uncomplicated results. Due to the above-mentioned benefits and advantages of the entropy method, this method was preferred in the study.

The application steps of Entropy weight method are given below (Abdullah and Otheman, 2013; Mishra et al, 2020);

Step 1. Creating the Initial Decision Matrix

For a multi-criteria decision problem with m decision alternatives and n evaluation criteria, an initial decision matrix is created as follows.

$$X_{m \times n} = \begin{matrix} & X_{11} & X_{12} & \dots & X_{1j} \\ X_{21} & X_{21} & X_{22} & \dots & X_{2j} \\ & & & \dots & \\ X_{i1} & X_{i1} & X_{i2} & & X_{ij} \end{matrix} \quad (1)$$

Step 2. Normalization of the Initial Decision Matrix

In the normalization process, the following formulas are applied depending on whether the criteria are benefit (2) or cost (3) (Memiş and Korucuk, 2021):

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$$P_{ij} = \frac{X_{ij} - X_j^{\min}}{X_j^{\max} - X_j^{\min}} \quad i = 1, \dots, m; j = 1, \dots, n \quad (2)$$

$$P_{ij} = \frac{X_j^{\max} - X_{ij}}{X_j^{\max} - X_j^{\min}} \quad i = 1, \dots, m; j = 1, \dots, n \quad (3)$$

In the equation below, the t_{ij} value is the normalized version of the r_{ij} value. The mentioned equation is presented in the equation (4).

$$t_{ij} = \frac{r_{ij}}{\sum_{i=1}^m r_{ij}} \quad (4)$$

Step 3. Calculation of Entropy Value

The entropy value (E_j) is calculated with the help of the following equation (5):

$$E_j = -k \sum_{i=1}^m P_{ij} \ln (P_{ij}) \quad (5)$$

Here, the value of “k” is calculated with the formula $k = (\ln(m))^{-1}$.

Step 4. Calculation of Degree of Differentiation and Weight of Entropy

The degree of variation (d_j) of the entropy value is calculated with the help of equation (6):

$$d_j = 1 - E_j; \forall j \quad (6)$$

The objective weight (W_j) of each criterion is defined according to equation (7):

$$W_j = \frac{d_j}{\sum_{j=1}^n d_j}, \forall j \quad (7)$$

3.2. GIA

The GIA method developed by Deng (1989) is defined as a system that includes unknown information represented by gray numbers and gray variables (Chou and Tsai, 2009).

The GIA method, which is based on number theory, can be easily used in decision problems that do not create certainty and where there is not enough information about alternatives (Chan and Tong, 2007). According to Huang and Lee (2003), the GIA also provides a clear and precise definition of all the relationships within a system of all existing situations in certain study subjects. It is known that the GIA method has advantages such as allowing many criteria to be handled together, being able to evaluate even when the number of data is small, lack of strict rules for the sample size, and allowing ranking according to the degree of relationship in cases where the distribution is unknown or not normal (Liu and Forrest, 2007). According to Atan et al (2020), the GIA method provides a great advantage against deviations and distortions that may occur in some assumptions compared to other MCDM methods and statistical techniques. Some of these advantages can be stated as the need for a small number of samples for the process, effective results with uncertain data, no need for any probability distribution of the data, and the calculation of the gray relational coefficient with a very simple and few operations. In addition, if the

decision makers do not have sufficient expertise, the GIA method gives very successful results in MCDM problems. Due to the benefits and advantages of the GIA method, this method was preferred in the study.

The application stages of the GIA method are presented below in detail (Zhai et al, 2009; Korucuk, 2018):

Step 1. Establishment of Alternatives (i=1,...,m) and Criteria (j=1,...,n).

$$X_i = (X_i(1), X_i(2), X_i(3), \dots, X_i(n)), \quad (8)$$

Step 2. Generation of Reference Series Based on the Lowest or Highest Values of the Comparable Series

$$X_o = (X_o(1), X_o(2), X_o(3), \dots, X_o(n)), \quad (9)$$

Step 3. Performing the Normalization Activity that Allows the Values to be Freed from the Unit Effect. This step can be done in three ways as outlined below:

Lower is better:

$$X_i(k) = \frac{\max X_i^0(k) - X_i^2(k)}{\max X_i^0(k) - \min X_i^2(k)} \quad (10)$$

Higher is better:

$$X_i(k) = \frac{X_i^0(k) - \min X_i^2(k)}{\max X_i^0(k) - \min X_i^2(k)} \quad (11)$$

Ideal value is better:

$$X_i(k) = 1 - \frac{[X_i^0(k) - X^2]}{\max X_i^0(k) - X^2} \quad (12)$$

Step 4. Calculation of Gray Incidence Coefficient Values as an Indicator of Similarity Between Reference Series and Alternative Series

$$\varepsilon(X_o(k), X_i(k)) = \frac{\Delta \min + \varepsilon \Delta \max}{\Delta o_i(k) + \varepsilon \Delta \max} \quad (13)$$

Step 5. Calculation of Gray Incidence Degrees to Use in Ranking Alternatives According to Similarity of Reference Series

$$\gamma(\chi_o, \chi_i) = \frac{1}{n} \sum_{k=1}^n \varepsilon(\chi_o(k), \chi_i(k)) \quad (14)$$

$$\gamma(\chi_o, \chi_i) = \sum_{k=1}^n w_i(k) \varepsilon(\chi_o(k), \chi_i(k)) \quad (15)$$

4. Findings

In this study, a two-stage multi-criteria decision model was created for the evaluation of the recreational leadership factors in the behavioral dimension of the tourist guides in Ankara and for the selection of the most ideal organizational citizenship model. In this regard, primarily behavioral recreational leadership factors

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and organizational citizenship model issues were determined by using the literature review with expert opinions (see methodology section).

Since the determined criteria were not of equal importance, it was necessary to weight the criteria. In this framework, with the Entropy method, the recreational leadership factors of the tourist guides in Ankara were weighted in the behavioral dimension. By using weighted criteria, the most ideal organizational citizenship model was listed with the GIA method.

A limited number of studies in the literature were used while selecting criteria and alternatives. At this point, the relevant alternatives and criteria were determined by 2 experts with the preliminary study. While determining the expert group, an experience-based selection was made as a tourist guide. The study was applied to tourist guides who have 10 years or more of working experience.

While determining the criteria, the following Table 1. was created by using the Recreational Leadership scale developed by Demirdağ (2019) together with expert opinions.

Table 1. Recreational leadership decision criteria

Recreational leadership factors in the behavioral dimension

Democratic (participatory) leadership (C ₁)
Paternalist leadership (C ₂)
Transformer leadership (C ₃)
Charismatic leadership (C ₄)
Authoritarian leadership (C ₅)
Libertarian leadership (C ₆)
Innovative leadership (C ₇)

While determining the alternatives, the following Table 2. was created by using the dimensions introduced by Organ (1997) together with expert opinions.

Table 2. Organizational citizenship alternatives

Organizational citizenship model

Altruism (A ₁)
Compliance (A ₂)
Sportsmanship (A ₃)
Courtesy (A ₄)
Civic virtue (A ₅)

4.1. Weighting Criteria

At this stage, where the Entropy method is used, a questionnaire was created to evaluate the criteria. The aforementioned questionnaire was applied to the Tourist Guides, that is, a total of 12 experts, who are the stakeholders of the study. In this context, the application steps of the Entropy method are presented in the tables below. In Table 3., the Decision Matrix of the study is given.

Table 3. Decision Matrix

	C ₁	C ₂	C ₃	C ₄	C ₅	C ₆	C ₇
A ₁	3	2.33	3	3.50	4	3.50	4.50
A ₂	4	2.50	3	3.50	3.50	4	2.50
A ₃	4	4.50	2	3.50	3.50	4	4.50
A ₄	4	4	1.50	3	3	3.63	4.50
A ₅	4.50	3	2.50	3.75	2	3.50	3.50

Table 4. presents the Normalized Decision Matrix.

Table 4. Normalized Decision Matrix

	C ₁	C ₂	C ₃	C ₄	C ₅	C ₆	C ₇
A ₁	0.154	0.143	0.250	0.215	0.250	0.188	0.231
A ₂	0.205	0.153	0.250	0.215	0.219	0.215	0.127
A ₃	0.205	0.276	0.167	0.215	0.219	0.215	0.231
A ₄	0.205	0.244	0.125	0.186	0.187	0.194	0.231
A ₅	0.231	0.184	0.208	0.169	0.125	0.188	0.180

In this context, the results of the analysis are presented in detail in Table 5. below.

Table 5. Criterion Weights Table

	C ₁	C ₂	C ₃	C ₄	C ₅	C ₆	C ₇
Weight	0.142	0.149	0.147	0.137	0.145	0.136	0.144
Ranking	5	1	2	6	3	7	4

When the values in Table 5 are examined, the factor that has the highest weight in the behavioral dimension of the recreational leadership criteria of the tourist guides according to the Entropy method is the “paternalistic leadership” criterion. Other important factors were determined as “transformer leadership”, “authoritarian leadership”, “innovative leadership” and, “democratic (participatory) leadership”, respectively. On the other hand, it has been determined that the factor with the least weight among the recreational leadership criteria in the behavioral dimension for tourist guides is “charismatic leadership” and “libertarian leadership”.

4.2. Ranking of Alternatives

In this section, the GIA method was used to rank the alternatives. By using the weights of the criteria obtained by the Entropy method, the alternatives were ranked by the GIA method. Evaluation of each alternative in the previously determined decision criteria was made with the GIA questionnaire. During the evaluation phase, the participants were asked to rate each alternative between 1 and 5 (1-worst, 5-best). In this direction, the decision matrix was created, then the decision matrix was normalized and Table 6. was created and presented below.

Table 6. Grey Incidence Analysis Method Decision Matrix

	C ₁	C ₂	C ₃	C ₄	C ₅	C ₆	C ₇
A ₁	3.50	4	4.5	4	2	3	3.50
A ₂	3	4.75	3.75	4	3	3	3.25
A ₃	1.50	3	3	3	2.50	2.50	2.50
A ₄	3	4	2	3	2.25	3.50	4
A ₅	2	2	4	3	2	2	2.50

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Making use of Equation 9, the total of the decision matrix reference series is shown in Table 7. below. On other hand, Table 8. normalized decision matrix was calculated by using Equations 10, 11 and 12.

Table 7. Decision Matrix Reference Series

	C ₁	C ₂	C ₃	C ₄	C ₅	C ₆	C ₇
	Max	Max	Max	Max	Min	Min	Max
Reference Series	3.50	4.75	4.50	4	2	2	4
A ₁	3.50	4	4.5	4	2	3	3.50
A ₂	3	4.75	3.75	4	3	3	3.25
A ₃	1.50	3	3	3	2.50	2.50	2.50
A ₄	3	4	2	3	2.25	3.50	4
A ₅	2	2	4	3	2	2	2,50

Table 8. GIA Normalized Decision Matrix

	C ₁	C ₂	C ₃	C ₄	C ₅	C ₆	C ₇
A ₁	1.000	0.273	1.000	1.000	1.000	0.333	0.333
A ₂	0.250	1.000	0.300	1.000	0.000	0.333	0.500
A ₃	0.000	0.636	0.600	0.000	0.500	0.667	0.000
A ₄	0.250	0.273	0.000	0.000	0.750	0.000	1.000
A ₅	0.750	0.000	0.200	0.000	1.000	1.000	0.000

In the last stage, the weights determined by the Entropy method were prioritized and the result is shown in detail in Table 9. below.

Table 9. Gray Incidence Degrees and Ranking with the Entropy Method

	A ₁	A ₂	A ₃	A ₄	A ₅
Γ_{0i}	0.752	0.613	0.464	0.460	0.577
Ranking	1	2	4	5	3

According to the values in Table 9., “altruism (A₁)” was found to be the best alternative in the order of choosing the most ideal organizational citizenship behavior. Other criteria in the order of choosing the most ideal organizational citizenship behavior were realized as “compliance (A₂)”> “civic virtue (A₅)”> “sportsmanship (A₃)”> “courtesy (A₄)”.

5. Conclusion and Future Suggestions

As in every type of sector, leadership has a very important place in the activities and in the realization of these activities in the tourism sector. Especially in tours served by tourist guides, the tour guide's management abilities and leadership skills come into play in the successful and effective conclusion of the tours. Tourist consumers, who allocate a significant amount of time and money for the holidays and tours, want to get back the full value of their money and time. At this point, the leadership behaviors that tourist guides will exhibit or adopt may differ from other business lines. Because here, factors such as the money/time spent, the purpose of the tour, and the satisfaction of the tourists come to the fore. From this point of view,

it can be thought that authoritarian leadership, which is a strong leadership style in general, cannot be very valid in such works (except when necessary, of course). Therefore, it will be beneficial to adopt and implement the most ideal and most appropriate leadership style, taking into account all of these factors for tourist guides.

In this study, the criteria for recreational leadership factors in behavioral dimension of tourist guides operating in Ankara were determined and the most ideal organizational citizenship model was chosen. According to Entropy results, "Paternalistic Leadership" is the most important criterion regarding the behavioral dimension of the recreational leadership criteria with the opinions of 12 tourist guides who operating in Ankara. This result is similar to the result of another academic study (Demirdağ, 2019) conducted with animation workers examined within the scope of recreational leaders. Likewise, it can be expected that tourist guides can adopt a parental attitude (paternalistic leadership) or a leadership style that allows a little more freedom (laissez-faire/liberal), being aware of their responsibilities towards tourists who spend money/time for tours or holidays. Other important factors were determined as "transformer leadership", "authoritarian leadership", "innovative leadership", "democratic (participatory) leadership", "charismatic leadership" and "libertarian leadership", respectively. Transformer leadership, which contributes to gaining vision, enabling participants to realize what and why they are doing, creating meaning for the participants, helping them achieve success, helping them develop and developing a sense of creativity, was also found to be of secondary importance for tourist guides. In some cases, the irresponsible behavior or personality traits of the tourists participating in the tours cause the tourist guides to exhibit an authoritarian leadership attitude, although it is not preferred. Therefore, the criterion for authoritarian leadership behavior was found to be third important for tourist guides. Although the tours led by the tourist guides are classic and they tell and show the same places, they still think that it is necessary to be innovative. So, the criterion for innovative leadership behavior was found to be fourth important criteria for tourist guides. According to the tourist guides, since the tours were planned in advance and acted in accordance with this plan, the degree of importance for democratic leadership was found to be fifth. Because, especially when leading large tourist groups, there may be a risk of different voices from each head, and therefore it can be thought that democratic leadership may not be appropriate in these situations. Similarly, the charismatic leadership and libertarian leadership criteria for tourist guides were also underestimated. It can be interpreted that this can be explained by the relationship between the work that the tourist guides will do and the lines of this work and their sense of responsibility.

According to the results of the analysis carried out with the GIA method, the most ideal organizational citizenship model in tourist guides was found to be "altruism (A1)". It can be said that such a result can be expected in relation to tourist guides in the organizational citizenship dimension. Because, in recreational touristic trips, tourist guides may make sacrifices under certain conditions for the satisfaction of the participants and sometimes they may give up their own interests for the interests of the participants. Other criteria in the most ideal organizational citizenship model for tourist guides were found as "compliance (A2)", "civic virtue (A5)", "sportsmanship (A3)", and "courtesy (A4)", respectively. Compliance, the second highest criterion presented in the model, is important in terms of efficient tours with tourist guides and participants. The third criterion, "civic virtue (A5)," is important both professionally and in terms of the sustainability of tours, as it describes qualities such

as morality, truthfulness, helpfulness, valor, wisdom, humility, good-heartedness, and temperance. "Sportsmanship (A3)", which is the fourth criterion in the model, is one of the factors found in the politeness and civility dimension of tourist guides. Although this criterion is also very important, it was found to be slightly lower than other criteria in the ranking. According to the perception of tourist guides who contributed directly to creating the model, the lowest organizational citizenship criterion was found to be "courtesy (A4)". As stated above, all of the criteria in the organizational citizenship dimension are very important for the tourist guiding profession, and they are sorted in this way in line with the opinions they give. In this direction, the ranking of the most ideal organizational citizenship model of tourist guides was as follows; $A1 > A2 > A5 > A3 > A4$. According to the findings obtained from this study, it is possible to state that the research results show consistency and stability. The results of some studies (Biswas et al, 2021a; Biswas et al, 2021b, Biswas et al, 2022 etc.), which were used as a reference in justifying the study and determining the methods used, also show consistency and stability.

In addition to its theoretical contributions, the study has very important implications for decision makers and practitioners in the tourism sector and those who are interested in this subject. One of them also offers the opportunity to evaluate organizational citizenship models in terms of leadership and business. On the other hand, in organizational citizenship models, the business leads a basic model to choose the optimal alternative to participants and recreational leadership. It provides a flexible and structured decision-making environment, and a decision-making environment and opportunity that takes into account different and separate views. Another valuable contribution of the study is that it helps decision makers make a new route and planning that takes into account the existing market conditions for the criteria and alternatives determined using the proposed model.

In this study, 12 tourist guides with cockades operating in Ankara province of Turkey and who are experts in the subject for this study were interviewed. In the future, it will be possible to compare the recreational leadership behaviors of tourist guides in behavioral dimension and organizational citizenship dimensions with a similar study that will cover other provinces of Turkey and maybe other countries. In addition, other leadership types can be applied to other professional groups in future academic studies instead of recreational leadership discussed in this study. Finally, this study can be developed and results can be compared by using other multi-criteria decision making methods or combining other appropriate methods in future studies.

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