

The Moderating Role of Leadership Behavior in the Relationship Between Crisis Management Level and Perceived Corporate Reputation in Airline Organizations

Mustafa Altıntaş¹ , Levent Kaya^{2*} 

¹Alanya Alaaddin Keykubat University, Aviation Management Department, Gazipaşa/Antalya Türkiye. (mustafaaltintas90@gmail.com)

^{2*}Alanya Alaaddin Keykubat University, Aviation Management Department, Gazipaşa/Antalya Türkiye. (levent.kaya@alanya.edu.tr)

Article Info

Received: 07 April 2026
Revised: 22 April 2026
Accepted: 13 May 2026
Published Online: 16 June 2026

Keywords:

Crisis management
Corporate reputation
Leadership behavior
Cabin crew
Airline organizations

Corresponding Author: *Levent Kaya*

RESEARCH ARTICLE

<https://doi.org/10.30518/jav.1925213>

Abstract

Airline firms operate in a context characterized by high operational interdependence, low tolerance for error, and strong stakeholder visibility, making the organizational consequences of crises highly salient. This study examines the relationship between perceived crisis management quality and corporate reputation perception in airline organizations and tests the moderating role of leadership behavior in this relationship. The research was conducted with data collected from cabin crew members employed by civil airline companies operating in Türkiye. A total of 425 valid questionnaires were obtained, and the main analyses were carried out with 408 respondents based on complete responses for the focal variables. Measurement models were assessed through confirmatory factor analysis, while the relationships among variables were tested using Pearson correlation and hierarchical regression analyses. The findings indicate that perceived crisis management quality positively predicts corporate reputation perception. In addition, democratic leadership behavior strengthens this relationship, whereas autocratic and laissez-faire leadership behaviors weaken it. These results suggest that the reputational value of crisis management in airline organizations depends not only on technical and operational preparedness but also on the quality of the leadership climate in which crisis processes are carried out.

1. Introduction

Airline operations are characterized by high safety sensitivity, strict regulatory control, and strong interdependence among operational units. Processes such as air traffic flow, ground handling, maintenance planning, flight dispatch, crew coordination, and passenger services are closely connected (Abdelghany & Abdelghany, 2026; Stamenić et al., 2025). In such a tightly coupled environment, even a minor disruption can create broader operational consequences. Delays, cancellations, rerouting decisions, service failures, and communication problems may quickly affect service continuity and stakeholder trust (Chou, 2015; Ma et al., 2019). For this reason, airlines are often discussed as high-reliability organizations that operate with low tolerance for error and a constant need for coordination, attention, and preparedness (Biedermann et al., 2024).

Crises in airline organizations are not limited to major accidents. Routine disruptions may also create reputational pressure. Widespread delays, cancellations, crew-related problems, passenger dissatisfaction, or failures in service recovery can rapidly shape public perceptions of an airline. This is particularly important in the current communication environment. Digital platforms and social media make crisis-related information highly visible and fast-moving. As a result,

the timing, tone, consistency, and credibility of organizational responses have become central to how airline crises are interpreted by stakeholders (Ma et al., 2019; Prados-Peña et al., 2022; Wu et al., 2025). Previous research also shows that crisis management performance in the airline industry may vary across crisis types and response dimensions (Chang et al., 2018). In this context, crisis management should be considered not only as an operational capability but also as a managerial and communicative process with reputational consequences. Indeed, crisis management capability has been associated with brand attitude, credibility, and purchase intention in airline settings (Kao et al., 2020).

Corporate reputation is not a short-term image formed at a single point in time. It is a broader stakeholder evaluation that develops through organizational actions, communication practices, past experiences, and perceived reliability (Veh et al., 2019). Reputation measurement frameworks such as RepTrak also treat reputation as a multidimensional construct that includes emotional appeal, governance, leadership, performance, and products or services (Fombrun et al., 2015). This means that reputation becomes particularly vulnerable during crises. When stakeholders perceive an organization as unprepared, inconsistent, insensitive, or defensive, reputational damage can deepen rapidly (Akyıldırım et al., 2025).

Situational Crisis Communication Theory (SCCT) provides a useful theoretical basis for understanding this relationship. SCCT suggests that an appropriate crisis response can reduce reputational damage by shaping how stakeholders attribute responsibility and evaluate the organization's response (Coombs, 2007; Wong & Meng-Lewis, 2023). From this perspective, crisis management is closely related to the selection of an appropriate response strategy, the consistency of communication, and the perceived credibility of organizational actions. Evidence from airline responses during the COVID-19 pandemic also indicates that crisis communication strategies may differ across firms and may shape stakeholder engagement and interpretation (Scheiwiller & Zizka, 2021).

However, the reputational value of crisis management does not depend only on external communication. Internal organizational processes also matter. In airline organizations, employees are often the visible face of crisis response. Cabin crew members, in particular, interact directly with passengers during delays, uncertainty, service disruptions, and operational stress. Their ability to communicate clearly, act consistently, and represent the organization depends partly on the leadership climate in which crisis processes are managed. Leadership behavior may therefore function as a boundary condition in the relationship between crisis management and corporate reputation. It can shape response speed, transparency, message consistency, employee involvement, and stakeholder sensitivity (Hamid et al., 2024; Holland et al., 2021; Varma, 2021).

Different leadership behaviors may influence this process in different ways. Democratic leadership can support participation, information sharing, and coordinated action during crises. These features may help employees understand crisis decisions and communicate them more consistently to passengers and other stakeholders. Autocratic leadership may provide speed and command clarity in some urgent situations, yet it may also limit feedback, reduce employee voice, and weaken trust when overused. Laissez-faire leadership may create an even more problematic climate during crises, as the absence of active guidance can increase role ambiguity, anxiety, and coordination problems (Lundmark et al., 2022; Pizzolitto et al., 2023). Recent studies on internal crisis communication also suggest that leadership effectiveness and communication quality are closely linked to employee responses and reputational outcomes (Adamu et al., 2024; Hamid et al., 2024).

Based on this discussion, the present study examines the relationship between perceived crisis management quality and corporate reputation perception in airline organizations. It also tests whether perceived leadership behavior moderates this relationship. Specifically, the study focuses on democratic, autocratic, and laissez-faire leadership behaviors. Although airline crisis communication has received growing attention, especially in relation to social media and external stakeholder responses, less is known about how employees evaluate the reputational consequences of crisis management under different leadership climates (Prados-Peña et al., 2022; Scheiwiller & Zizka, 2021). This study addresses this gap by testing a single model from the perspective of cabin crew members working in civil airline companies operating in Türkiye.

The study contributes to the literature in three ways. First, it links crisis management quality with corporate reputation perception in the airline context. Second, it extends crisis

communication and reputation research by incorporating leadership behavior as a moderating condition. Third, it offers employee-based evidence from cabin crew members, who occupy a critical frontline position during airline service disruptions and crisis situations. The following section presents the theoretical framework and hypotheses. The method section then explains the research design, sample, measures, and analysis strategy. The findings section reports the empirical results. Finally, the discussion and conclusion section evaluates the theoretical and practical implications of the study.

2. Conceptual Framework and Hypothesis Development

A crisis should not be understood only as an event that interrupts organizational continuity. It is also a critical moment that can change how stakeholders evaluate an organization's responsibility, credibility, and reliability (Tse, 2011). For this reason, crisis management requires more than an immediate operational response. It involves preparation before a crisis, coordinated action during the crisis, and recovery efforts after the crisis (Alpaslan et al., 2009). In this sense, crisis management represents an integrated organizational capability that combines planning, communication, coordination, and stakeholder-oriented action.

Situational Crisis Communication Theory provides a useful basis for explaining why crisis management is closely related to corporate reputation. According to SCCT, reputational damage can be reduced when the crisis response strategy fits the type of crisis and the degree of responsibility attributed to the organization (Coombs & Holladay, 2006; Coombs, 2007). Therefore, stakeholders do not evaluate only the crisis event itself. They also evaluate how the organization explains the event, communicates with affected groups, accepts responsibility when necessary, and demonstrates control over the process. In this respect, the content, timing, consistency, and credibility of crisis communication become central elements of reputation management.

This relationship is particularly important in the airline industry. Airline organizations operate under high public visibility, strict safety expectations, and low tolerance for error. In this sector, crises are not limited to major accidents. Delays, cancellations, missed connections, service failures, operational uncertainty, and passenger dissatisfaction can also create reputational pressure. Previous studies show that airline crisis management performance may differ across crisis types and response dimensions (Chang et al., 2018). Research also indicates that service recovery practices are associated with passenger attitudes and loyalty in airline service failures (Chou, 2015). Similarly, social media-based crisis cases show that customer perceptions and reactions may change rapidly depending on how the airline responds during the crisis (Ma et al., 2019). During the COVID-19 period, airline communication strategies on social media were also found to differ in their ability to create stakeholder engagement (Prados-Peña et al., 2022; Scheiwiller & Zizka, 2021).

Corporate reputation is not a temporary image formed at a single point in time. It is a cumulative stakeholder evaluation shaped by past experiences, organizational actions, communication signals, and expectations about the organization's future behavior (Veh et al., 2019). Reputation measurement approaches such as RepTrak also treat reputation as a multidimensional construct that includes emotional

appeal, governance, leadership, performance, and products or services (Fombrun et al., 2015). In the airline industry, reputation has been linked to customer perceptions and organizational practices (Park, 2019). It is also closely related to brand attitude, brand credibility, behavioral intention, and reputation repair processes in crisis settings (Kao et al., 2020; Page, 2022). More recent work further suggests that crisis communication may connect online reputation dynamics with offline organizational reputation (Nuortimo et al., 2026). In addition, reputationally damaging events in aviation may produce different outcomes depending on how firms respond to crisis conditions, especially during broader economic or sectoral disruptions (Akyıldırım et al., 2025).

Taken together, these studies suggest that effective crisis management can serve as a positive reputational signal. When an airline is perceived as prepared, responsive, transparent, and coordinated during a crisis, stakeholders may evaluate its reputation more positively. Conversely, weak or inconsistent crisis management can reduce confidence in the organization. Based on this reasoning, the following hypothesis is proposed:

H₁: Perceived crisis management quality is positively associated with corporate reputation perception.

However, the transformation of crisis management quality into a positive reputation perception may depend on more than the crisis strategy itself. The way the strategy is implemented inside the organization is also important. Internal communication, managerial guidance, employee involvement, and cross-unit coordination can influence whether crisis management practices are perceived as credible and effective (Nuortimo et al., 2026). This is especially relevant in airline organizations, where frontline employees often become the visible representatives of the organization during disruptions and crisis situations.

Leadership behavior may therefore act as a boundary condition in the relationship between crisis management and corporate reputation. Leaders can influence how quickly information is shared, how consistently crisis decisions are implemented, and how effectively employees communicate with passengers and other stakeholders. Research on crisis communication emphasizes that empathy and stakeholder responsiveness are important components of effective crisis response (Schoofs et al., 2022). Studies on internal crisis communication also show that leadership effectiveness is associated with internal communication quality during crises (Hamid et al., 2024). In addition, internal crisis communication may support organizational reputation by shaping employee performance, well-being, and behavioral responses during crisis periods (Adamu et al., 2024). In the airline context, this point is particularly important because responsible leadership, trust-building behavior, transparency, and accountability are closely related to reputation management during crises (Varma, 2021).

Democratic leadership is expected to strengthen the positive relationship between crisis management quality and corporate reputation perception. Democratic leaders encourage participation, information sharing, and employee involvement. During crises, these behaviors may help employees make sense of uncertainty and act in a more coordinated way. A democratic leadership climate may also support upward feedback from frontline employees, who often observe passenger reactions and operational problems directly. As a result, crisis management practices may become more visible, consistent, and credible within the organization.

Previous studies support this reasoning. Transparent and participative internal communication has been emphasized as an important element of crisis management (Haavisto & Linge, 2022). Participative leadership behaviors can also improve decision-making in crisis teams by supporting shared understanding and coordinated action (Post et al., 2022). From the perspective of SCCT, crisis response is more likely to protect reputation when the organization communicates clearly, acts consistently, and presents a credible response strategy (Coombs, 2007). Democratic leadership can facilitate this process by creating an internal climate that supports openness, coordination, and employee trust. Therefore, the positive association between crisis management quality and corporate reputation perception is expected to be stronger when democratic leadership is perceived to be high.

H₂: Perceived democratic leadership positively moderates the relationship between crisis management quality and corporate reputation perception, such that this relationship is stronger when perceived democratic leadership is higher.

Autocratic leadership may play a complex role in crisis contexts. In urgent situations, directive leadership can sometimes provide speed, order, and command clarity. This may be useful when immediate action is required. However, when autocratic leadership becomes a dominant leadership climate, it may also limit employee voice, reduce feedback, and weaken trust. These limitations are important because effective crisis management requires not only top-down coordination but also timely information from employees who are close to the operational and passenger-facing aspects of the crisis.

In airline organizations, a highly autocratic leadership climate may restrict open communication between managers and cabin crew members. Employees may hesitate to report problems, passenger reactions, or operational concerns. This can weaken internal information flow and reduce the credibility of crisis response efforts. Prior research suggests that autocratic or authoritarian leadership may create risks for employee attitudes, performance, and organizational outcomes, especially under complex and uncertain conditions (Oh et al., 2023; Pizzolitto et al., 2023). At the same time, directive and democratic leadership behaviors may serve different functions across different phases of emergencies. Therefore, directive behavior should not be treated as universally harmful or universally beneficial (Rosing et al., 2022). Nevertheless, a consistently autocratic climate may reduce participation, transparency, and stakeholder-sensitive communication during crises (Haavisto & Linge, 2022; Varma, 2021). From the perspective of SCCT, this is critical because crisis responses are more likely to protect reputation when they are credible, consistent, and aligned with stakeholder expectations (Coombs, 2007).

For these reasons, autocratic leadership is expected to weaken the positive relationship between crisis management quality and corporate reputation perception. Even when crisis management practices are formally in place, their reputational value may be less visible if employees experience the leadership climate as closed, restrictive, or overly controlling.

H₃: Perceived autocratic leadership negatively moderates the relationship between crisis management quality and corporate reputation perception, such that this relationship is weaker when perceived autocratic leadership is higher.

Laissez-faire leadership is also expected to weaken the relationship between crisis management quality and corporate reputation perception. This leadership style refers to the

absence of active guidance, delayed decision-making, and avoidance of managerial responsibility. In crisis situations, such passivity may create serious difficulties. Crises require timely decisions, clear roles, coordinated action, and reliable communication. When leaders remain passive or unavailable, employees may face uncertainty about what to do, what to communicate, and how to respond to stakeholders.

Previous research shows that laissez-faire leadership can harm organizational functioning through role ambiguity, anxiety, and lack of coordination (Lundmark et al., 2022; Skogstad et al., 2007). It may also weaken employee-organization relationships and reduce constructive communication behavior (Jin & Men, 2023). Strategic crisis leadership research similarly emphasizes that crises require active leadership, direction, and coordinated response capacity (Schaedler et al., 2022). These issues are especially important in airline organizations. Cabin crew members need clear guidance to communicate with passengers, manage uncertainty, and maintain confidence in the organization during service disruptions or crisis situations.

Under a laissez-faire leadership climate, crisis management procedures may exist on paper. However, they may not be implemented in a timely, coordinated, and reassuring manner. Employees may receive insufficient information or inconsistent support. This can weaken the link between crisis management quality and corporate reputation perception. From an SCCT perspective, weak coordination and unclear communication may reduce the organization's ability to present a credible and consistent crisis response (Coombs, 2007). Therefore, the positive association between crisis management quality and corporate reputation perception is expected to become weaker when laissez-faire leadership is perceived to be high.

H4: Perceived laissez-faire leadership negatively moderates the relationship between crisis management quality and corporate reputation perception, such that this relationship is weaker when perceived laissez-faire leadership is higher.

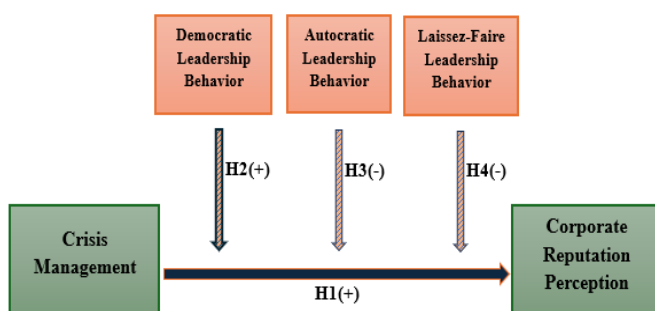


Figure 1. Research Model

3. Materials and Methods

3.1. Population and sample

This study was designed as a quantitative, cross-sectional, and correlational survey research. The population of the study consisted of cabin crew members employed by civil airline companies operating in Türkiye. Cabin crew members were selected as the target group because they are among the most visible frontline employees during service disruptions, operational uncertainty, and crisis-related interactions with passengers. Their role provides a relevant basis for examining how crisis management quality and leadership behavior are perceived in relation to corporate reputation.

Because a complete sampling frame for cabin crew members in Türkiye was not available, a non-probability snowball sampling method was used. This approach was considered appropriate due to the logistical difficulty of reaching cabin crew members directly and the irregular nature of their work schedules. To guide the minimum desirable sample size, the Cochran formula was used as a reference under a 95% confidence level and a 5% margin of error (Cochran, 1977; $p = 0.50$; $z = 1.96$; $e = 0.05$). The initial sample size was calculated as $n_0 = 384.16$. Considering an estimated cabin crew population of approximately $N \approx 20,000$, the finite population correction suggested a minimum sample size of approximately $n = 377$ (Israel, 1992). Since the study relied on non-probability sampling, this calculation was used only as a sample size adequacy reference rather than as a basis for statistical generalization. To account for incomplete or unusable responses, the target sample size was set above this threshold.

The inclusion criteria were defined before data collection. Participants had to be 18 years of age or older, actively employed as cabin crew members in civil airline companies operating flights to or from Türkiye, and willing to participate voluntarily. Cabin crew members from companies such as Turkish Airlines, AJet, Pegasus, Corendon, and SunExpress were included in the study. Before completing the questionnaire, participants were informed about the purpose of the study, voluntary participation, and confidentiality of responses.

A total of 434 questionnaires were collected. Nine responses were excluded because of ineligible job positions, substantial missing data, or poor response quality. This resulted in 425 usable questionnaires. In the main analyses, 17 additional responses were excluded through listwise deletion because of missing values in the focal variables related to crisis management, leadership behavior, or corporate reputation. Therefore, the final analyses were conducted with 408 participants. This sample size was considered adequate for confirmatory factor analysis and hierarchical regression analysis, based on commonly cited recommendations for structural equation modeling and multiple regression (Green, 1991; Wolf et al., 2013).

3.2. Data Collection Instruments

Data were collected through an online questionnaire. This method was preferred because cabin crew members often work under irregular schedules and are difficult to reach through face-to-face survey administration. The questionnaire consisted of four sections. The first section included demographic questions on gender, age, educational attainment, marital status, and professional experience. The following sections measured perceived crisis management quality, perceived leadership behavior, and corporate reputation perception. All scale items were rated on a five-point Likert scale ranging from 1 = Strongly disagree to 5 = Strongly agree.

Perceived crisis management quality was measured using the Crisis Management Scale developed by Çalışkan (2020). The scale consists of 23 items and includes three dimensions: pre-crisis activities, during-crisis activities, and post-crisis activities. The original scale includes 9 items for pre-crisis activities, 10 items for during-crisis activities, and 4 items for post-crisis activities. In the original study, internal consistency values ranged between $\alpha = 0.86$ and $\alpha = 0.97$. The Cronbach's alpha coefficients were reported as 0.90 for pre-crisis

activities, 0.86 for during-crisis activities, and 0.91 for post-crisis activities. In the present study, crisis management was treated as an overall perception of crisis management quality. This decision was based on the theoretical focus of the model, which examines employees' general evaluation of crisis management rather than the separate effects of each crisis stage.

Perceived leadership behavior was measured using the Leadership Behavior Scale developed by Terzi and Kurt (2005). The scale consists of 29 items and includes three subdimensions: democratic leadership, autocratic leadership, and laissez-faire leadership. The democratic and autocratic leadership dimensions each include 9 items, while the laissez-faire leadership dimension includes 11 items. In the original study, Cronbach's alpha coefficients were reported as 0.85 for democratic leadership, 0.87 for autocratic leadership, and 0.83 for laissez-faire leadership. In this study, each leadership dimension was analyzed as a separate moderator variable rather than combining the dimensions into a single leadership score.

Corporate reputation perception was measured using the Corporate Reputation Scale for airlines developed by Kocacıkoğlu (2023). The original scale is a unidimensional 50-item measure. Higher scores indicate a more positive perception of corporate reputation. During the confirmatory factor analysis conducted in the present study, items 8, 17, and 32 were found to weaken model fit because of low standardized loadings, high error variances, and conceptual overlap with other items. Therefore, these items were excluded from the final analyses. The final form of the scale used in the analyses consisted of 47 items.

3.3. Data Analysis

The data were analyzed using IBM SPSS Statistics 26 and AMOS 24. Descriptive statistics were first calculated for demographic variables and were reported as frequencies and percentages. For the main study variables, means, standard deviations, skewness, and kurtosis values were examined. The skewness and kurtosis values were used to assess the suitability of the data for parametric analyses.

The reliability of the scales was assessed using Cronbach's alpha coefficients. Composite Reliability values were also calculated to provide additional evidence of internal consistency. Convergent validity was evaluated through Average Variance Extracted values. Construct validity was tested using confirmatory factor analysis. Model fit was evaluated using χ^2/df , GFI, AGFI, RMSEA, and SRMR indices. Discriminant validity was assessed by comparing the square root of AVE values with inter-construct correlations in line with the Fornell-Larcker criterion (Fornell & Larcker, 1981).

Because all data were collected through a self-report questionnaire, common method variance was examined using two complementary procedures. First, Harman's single-factor test was conducted in SPSS 26 by entering all measurement items into an unrotated factor analysis and constraining the solution to a single factor. The first factor accounted for 29.84% of the total variance, which was below the commonly used threshold. Second, a common latent factor approach was applied in AMOS 24 following CFA-based recommendations (Podsakoff et al., 2003; Mishra, 2016). In this model, all observed items were allowed to load on both their theoretical constructs and a common latent factor. The standardized loadings on the common latent factor ranged from .07 to .18.

Model fit changed only slightly after including the common latent factor (CFI = .903 vs. .907; RMSEA = .058 vs. .056; ΔCFI = .004). These results suggested that common method variance was not likely to pose a serious threat to the findings.

Pearson correlation analysis was used to examine the bivariate relationships among the research variables. Hierarchical multiple regression analysis was then conducted to test the research hypotheses. Corporate reputation perception was entered as the dependent variable. Crisis management quality was entered as the independent variable. Democratic leadership, autocratic leadership, and laissez-faire leadership were entered as moderator variables. All continuous variables were standardized as z-scores before creating the interaction terms in order to reduce potential multicollinearity. Three interaction terms were then computed: crisis management quality $\times$ democratic leadership, crisis management quality $\times$ autocratic leadership, and crisis management quality $\times$ laissez-faire leadership.

The hierarchical regression analysis was conducted in three steps. In the first step, crisis management quality was entered into the model. In the second step, the three leadership behavior variables were added. In the third step, the three interaction terms were included to test the moderating effects. The explanatory power of the models was evaluated using R^2 and ΔR^2 values, while model significance was assessed using F statistics. Significant interaction effects were further examined through simple slope analyses. Conditional effects of crisis management quality on corporate reputation perception were estimated at low (-1 SD), mean, and high ($+1$ SD) levels of each moderator. When one moderator was examined, the remaining moderator variables were held at their mean values. The 95% confidence intervals were reported for all conditional effects.

4. Findings

4.1. Demographic characteristics of the sample

Descriptive statistics regarding the demographic characteristics of the sample are presented in Table 1.

Table 1. Demographic characteristics of the participants

Variable	Category	f	%
Gender	Male	166	40.7
	Female	242	59.3
Age Group	18-23	34	8.3
	24-29	135	33.1
	30-35	137	33.6
	36-41	74	18.1
	42 and above	28	6.9
Educational Attainment	Associate degree	113	27.7
	Bachelor's degree	252	61.8
	Postgraduate	43	10.5
Marital Status	Married	184	45.1
	Single	224	54.9
Professional Experience	Less than 1 year	43	10.5
	1-4 years	131	32.1
	4-8 years	105	25.7
	8-12 years	67	16.4
	12-16 years	41	10.0
	16 years and above	21	5.1

Note: n = 408; f = frequency; % = percentage

Table 1 shows that 59.3% of the participants were female and 40.7% were male. In terms of age, the largest groups were participants aged 30–35 years (33.6%) and 24–29 years (33.1%). These were followed by the 36–41 age group (18.1%), the 18–23 age group (8.3%), and those aged 42 years

and above (6.9%). Regarding educational attainment, most participants held a bachelor's degree (61.8%), followed by associate degree graduates (27.7%) and postgraduate degree holders (10.5%). In terms of marital status, 54.9% of the participants were single, while 45.1% were married. Professional experience was concentrated mostly in the 1–4 years category (32.1%) and the 4–8 years category (25.7%). Overall, the sample represents a relatively young and operationally experienced cabin crew group.

4.2. Validity and reliability

The construct validity of the measurement instruments was assessed using confirmatory factor analysis. Crisis management quality was treated as an overall construct reflecting employees' general perception of crisis management practices. Leadership behavior was examined through three separate dimensions: democratic leadership, autocratic leadership, and laissez-faire leadership. Corporate reputation was treated as a unidimensional construct. Reliability was evaluated using Cronbach's alpha and Composite Reliability values. Convergent validity was assessed through Average Variance Extracted values, while discriminant validity was examined using the Fornell-Larcker criterion.

During the initial confirmatory factor analysis of the Corporate Reputation Scale, items 8, 17, and 32 were found to weaken the measurement model. These items had relatively lower standardized factor loadings, higher error variances, and conceptual overlap with other items. Therefore, they were removed from the subsequent analyses. The revised corporate reputation measure consisted of 47 items.

Table 2. Reliability and validity results based on CFA

	α	CR	AVE	$\sqrt{\text{AVE}}$	Factor Loadings
Crisis Management Quality	0.928	0.930	0.590	0.768	0.641-0.812
Democratic Leadership	0.889	0.891	0.545	0.738	0.618-0.786
Autocratic Leadership	0.901	0.903	0.559	0.748	0.627-0.798
Laissez-Faire Leadership	0.887	0.889	0.527	0.726	0.611-0.772
Corporate Reputation*	0.946	0.947	0.523	0.723	0.603-0.781

Note: α = Cronbach's alpha; CR = Composite Reliability; AVE = Average Variance Extracted. Standardized factor loadings are reported. Items 8, 17, and 32 of the Corporate Reputation Scale were removed from the analysis due to weak contribution to model fit and content redundancy.

Table 4. Mean, standard deviation, skewness-kurtosis, and correlation values

V.	M.	SD	S.	K.	1	2	3	4	5
CM	3.32	0.76	-0.21	-0.44	0.76				
DL	3.28	0.79	-0.25	-0.39	.43*	0.73			
AL	3.09	0.82	0.14	-0.42	-.23*	.14*	0.74		
LFL	3.05	0.78	0.18	-0.31	-.26*	.18*	.30*	0.72	
CR	3.24	0.67	-0.10	-0.27	.60*	.48*	-.34*	-.36*	0.72

Note: Diagonal values are $\sqrt{\text{AVE}}$. Pearson correlation coefficients are reported. $p < .01$.

Table 4 shows that the mean scores of the variables ranged from 3.05 to 3.32. This indicates that participants' responses were generally clustered around the moderate level and slightly above. Skewness values ranged from $-.25$ to $.18$, and kurtosis values ranged from $-.44$ to $-.27$. These values indicate that the variables did not show serious deviation from

normality. Therefore, the use of parametric analyses was considered appropriate.

Table 2 presents the reliability and construct validity results. Cronbach's alpha coefficients ranged from .887 to .946, indicating strong internal consistency across all constructs. Composite Reliability values ranged from .889 to .947, further supporting the reliability of the measures. The AVE values ranged from .523 to .590 and exceeded the recommended .50 threshold. This indicates acceptable convergent validity. Standardized factor loadings were also above .60 for all constructs, suggesting that the observed items adequately represented their intended latent variables.

The goodness-of-fit indices obtained from confirmatory factor analyses are presented in Table 3.

Table 3. CFA goodness of fit indices for the variables

Scale	χ^2/df	GFI	AGFI	RMSEA	SRMR
CM	2.098	0.915	0.896	0.052	0.039
DL	2.365	0.969	0.943	0.058	0.033
AL	2.639	0.964	0.936	0.063	0.036
LFL	2.694	0.952	0.925	0.064	0.041
CR	2.190	0.846	0.832	0.054	0.057

Note: CM = Crisis Management Quality; DL = Democratic Leadership; AL = Autocratic Leadership; LFL = Laissez-Faire Leadership; CR = Corporate Reputation.

Table 3 shows that the χ^2/df values for all measurement models were below 3, indicating acceptable fit. RMSEA values ranged from .052 to .064, while SRMR values ranged from .033 to .057. These values are within acceptable limits. GFI and AGFI values were also acceptable for most models. The GFI and AGFI values for the corporate reputation model were relatively lower than those of the other scales. This may be related to the large number of items in the revised corporate reputation scale. However, because the χ^2/df , RMSEA, and SRMR values were within acceptable ranges, the corporate reputation measurement model was considered adequate for the purposes of this study. Overall, the CFA results supported the construct validity of the measurement instruments.

4.3. Mean, standard deviation, normality and correlation of the research variables

Means, standard deviations, skewness, kurtosis values and Pearson correlation coefficient for the variables studied are in Table 4.

normality. Therefore, the use of parametric analyses was considered appropriate.

The correlation results showed a positive and significant relationship between crisis management quality and corporate reputation perception ($r = .60$, $p < .01$). Democratic leadership was also positively associated with corporate reputation perception ($r = .48$, $p < .01$). In contrast, autocratic leadership ($r = -.34$, $p < .01$) and laissez-faire leadership ($r = -.36$, $p < .01$)

.01) were negatively associated with corporate reputation perception. Crisis management quality was positively correlated with democratic leadership ($r = .43, p < .01$), but negatively correlated with autocratic leadership ($r = -.23, p < .01$) and laissez-faire leadership ($r = -.26, p < .01$). These findings are consistent with the theoretical expectations of the study.

The $\sqrt{\text{AVE}}$ values on the diagonal were higher than the inter-construct correlations. This finding supports discriminant validity among the constructs. Although the variables were statistically related to one another, they represented empirically distinct constructs.

4.4. Hierarchical regression analysis

Hierarchical regression analysis was conducted to test the direct association between crisis management quality and corporate reputation perception and to examine the moderating role of leadership behavior. Before creating the interaction terms, all continuous variables were standardized as z-scores. This procedure was used to reduce potential multicollinearity and to facilitate interpretation of the interaction effects. Three interaction terms were then computed: crisis management quality $\times$ democratic leadership, crisis management quality $\times$ autocratic leadership, and crisis management quality $\times$ laissez-faire leadership. The results are presented in Table 5.

Table 5. Results of hierarchical regression analysis

Step	Predictor	β	SE	t	p	R ²	ΔR^2	F(model)
1	Z_CM	0.603	0.032	15.240	< .001	.364	—	232.251 (1, 406)**
2	Z_CM	0.381	0.033	11.012	< .001	.476	.112**	91.541 (4, 403)**
	Z_DL	0.241	0.031	6.781	< .001			
	Z_AL	-0.149	0.030	-4.227	< .001			
	Z_LFL	-0.178	0.031	-5.041	< .001			
3	Z_CM	0.389	0.032	11.246	< .001	.505	.029**	58.293 (7, 400)**
	Z_DL	0.247	0.031	7.004	< .001			
	Z_AL	-0.141	0.029	-4.062	< .001			
	Z_LFL	-0.169	0.030	-4.841	< .001			
	CM $\times$ DL	0.109	0.031	3.189	.002			
	CM $\times$ AL	-0.071	0.030	-2.133	.034			
	CM $\times$ LFL	-0.074	0.031	-2.241	.026			

Note: β = standardized regression coefficient; SE = standard error; CM = Crisis Management Quality; DL = Democratic Leadership; AL = Autocratic Leadership; LFL = Laissez-Faire Leadership; CR = Corporate Reputation. Variables prefixed with Z are standardized. * $p < .05$, ** $p < .01$.

In the first step, crisis management quality was entered as the sole predictor of corporate reputation perception. The results showed that crisis management quality positively and significantly predicted corporate reputation perception ($\beta = .603, p < .001$). This model explained 36.4% of the variance in corporate reputation perception ($R^2 = .364$).

In the second step, democratic leadership, autocratic leadership, and laissez-faire leadership were added to the model. The explained variance increased from 36.4% to 47.6%, and this increase was statistically significant ($\Delta R^2 = .112, p < .01$). Crisis management quality remained a positive and significant predictor of corporate reputation perception ($\beta = .381, p < .001$). Democratic leadership also positively predicted corporate reputation perception ($\beta = .241, p < .001$). In contrast, autocratic leadership ($\beta = -.149, p < .001$) and laissez-faire leadership ($\beta = -.178, p < .001$) negatively predicted corporate reputation perception.

In the third step, the three interaction terms were included in the model. The explained variance increased to 50.5%, and the additional variance explained by the interaction terms was statistically significant ($\Delta R^2 = .029, p < .01$). The interaction between crisis management quality and democratic leadership was positive and significant ($\beta = .109, p = .002$). This indicates that the positive relationship between crisis management quality and corporate reputation perception became stronger as perceived democratic leadership increased.

The interaction between crisis management quality and autocratic leadership was negative and significant ($\beta = -.071, p = .034$). This shows that the positive relationship between crisis management quality and corporate reputation perception became weaker as perceived autocratic leadership increased.

Similarly, the interaction between crisis management quality and laissez-faire leadership was negative and significant ($\beta = -.074, p = .026$). This indicates that the positive relationship between crisis management quality and corporate reputation perception also weakened as perceived laissez-faire leadership increased.

Taken together, the regression results support H1, H2, H3, and H4. Crisis management quality was positively associated with corporate reputation perception. Democratic leadership strengthened this relationship, whereas autocratic and laissez-faire leadership weakened it.

The effect size for the second step was also examined. The increase from Step 1 to Step 2 produced a ΔF^2 value of .214, indicating a medium effect. The increase from Step 2 to Step 3 produced a ΔF^2 value of .059, indicating a small but statistically meaningful interaction effect. These results suggest that leadership behavior contributes to the explanation of corporate reputation perception both as a direct predictor and as a moderator of the crisis management-reputation relationship.

4.5. Conditional effects (simple slope analysis)

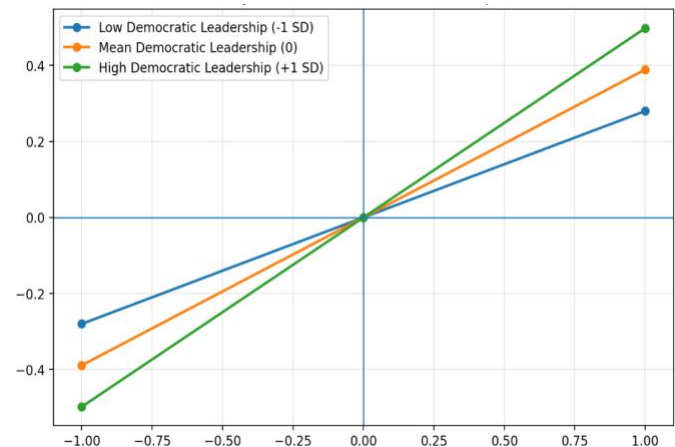
To interpret the significant interaction effects, simple slope analyses were conducted. The conditional effect of crisis management quality on corporate reputation perception was examined at low (-1 SD), mean, and high ($+1$ SD) levels of each moderator. When one moderator was examined, the remaining two moderator variables were held at their mean values. The results are presented in Tables 6a, 6b, and 6c.

Table 6a. Conditional effect of CM on CR at levels of DL

DL Level	Conditional Effect (CM → CR)	SE	t	p	LLCI	ULCI
Low (-1 SD)	0.280	0.049	5.714	< .001	0.184	0.376
Mean (0)	0.389	0.035	11.114	< .001	0.320	0.458
High (+1 SD)	0.498	0.050	9.960	< .001	0.400	0.596

Note: CM = Crisis Management Quality; CR = Corporate Reputation; DL = Democratic Leadership; LLCI = lower limit of the 95% confidence interval; ULCI = upper limit of the 95% confidence interval.

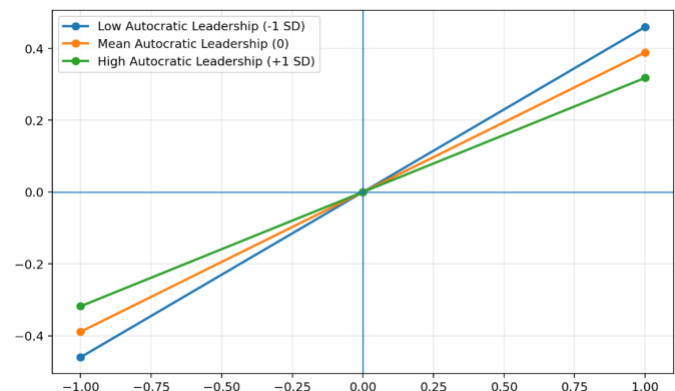
As shown in Table 6a, the conditional effect of crisis management quality on corporate reputation perception was positive and significant at all levels of democratic leadership. However, the strength of this relationship increased as democratic leadership increased. The conditional effect was .280 at low democratic leadership, .389 at the mean level, and .498 at high democratic leadership. This pattern indicates that democratic leadership strengthens the positive association between crisis management quality and corporate reputation perception.

**Figure 2.** Simple slope plot for democratic leadership**Table 6b.** Conditional effect of CM on CR at levels of AL

Autocratic Leadership Level	Conditional Effect (CM → CR)	SE	t	p	LLCI	ULCI
Low (-1 SD)	0.460	0.051	9.020	< .001	0.360	0.560
Mean (0)	0.389	0.035	11.114	< .001	0.320	0.458
High (+1 SD)	0.318	0.050	6.360	< .001	0.220	0.416

Note: CM = Crisis Management Quality; CR = Corporate Reputation; AL = Autocratic Leadership; LLCI = lower limit of the 95% confidence interval; ULCI = upper limit of the 95% confidence interval.

Table 6b shows that the conditional effect of crisis management quality on corporate reputation perception remained positive and significant at all levels of autocratic leadership. However, the strength of this relationship decreased as autocratic leadership increased. The conditional effect was .460 at low autocratic leadership, .389 at the mean level, and .318 at high autocratic leadership. This finding indicates that autocratic leadership weakens, but does not eliminate, the positive relationship between crisis management quality and corporate reputation perception.

**Figure 3.** Simple slope plot for autocratic leadership**Table 6c.** Conditional effect of CM on CR at levels of LFL

Laissez-Faire Leadership Level	Conditional Effect (CM → CR)	SE	t	p	LLCI	ULCI
Low (-1 SD)	0.463	0.050	9.260	< .001	0.365	0.561
Mean (0)	0.389	0.035	11.114	< .001	0.320	0.458
High (+1 SD)	0.315	0.051	6.176	< .001	0.215	0.415

Note: CM = Crisis Management Quality; CR = Corporate Reputation; LFL = Laissez-Faire Leadership; LLCI = lower limit of the 95% confidence interval; ULCI = upper limit of the 95% confidence interval.

As shown in Table 6c, the conditional effect of crisis management quality on corporate reputation perception was

positive and significant at all levels of laissez-faire leadership. However, the effect became weaker as laissez-faire leadership

increased. The conditional effect was .463 at low laissez-faire leadership, .389 at the mean level, and .315 at high laissez-faire leadership. This result suggests that laissez-faire leadership weakens, but does not completely suppress, the positive association between crisis management quality and corporate reputation perception.

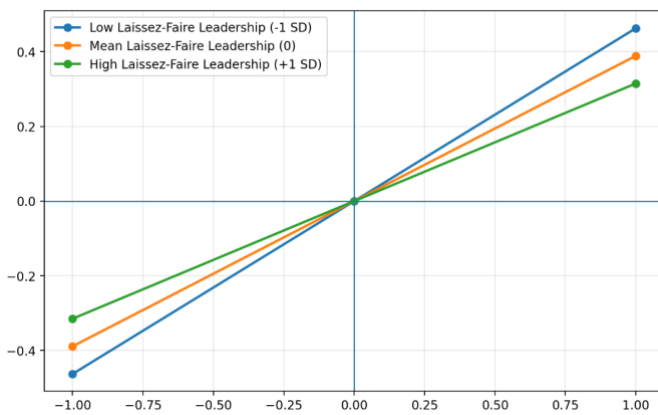


Figure 4. Simple slope plot for laissez-faire leadership

Overall, the simple slope analyses support the moderation findings. Democratic leadership increased the strength of the crisis management-reputation relationship. In contrast, autocratic and laissez-faire leadership reduced the strength of this relationship. These findings suggest that the reputational value of crisis management depends partly on the leadership climate in which crisis processes are implemented.

5. Discussion

This study examined the relationship between perceived crisis management quality and corporate reputation perception in airline organizations. It also tested whether perceived leadership behavior moderates this relationship. The findings showed that crisis management quality was positively associated with corporate reputation perception. Crisis management quality alone explained 36.4% of the variance in corporate reputation perception. When leadership behaviors were added to the model, the explained variance increased to 47.6%. After the interaction terms were included, the explained variance reached 50.5%. These results indicate that leadership behavior contributes not only directly to corporate reputation perception but also conditionally shapes how crisis management quality is reflected in reputation evaluations. In this respect, H1, H2, H3, and H4 were supported.

The positive association between crisis management quality and corporate reputation perception is consistent with the crisis management and airline reputation literature. In airline organizations, crises are not limited to major accidents. Delays, cancellations, missed connections, crew-related problems, service failures, and operational disruptions may also create reputational pressure. These situations can quickly affect how passengers and other stakeholders evaluate the airline. Prior research shows that airline crisis management performance may differ depending on the type of crisis and the quality of the response (Chang et al., 2018). Similarly, crisis management capability has been associated with brand attitude, brand credibility, and behavioral intention in airline settings (Kao et al., 2020). From the perspective of SCCT, a crisis response can protect reputation when it is credible, consistent, and aligned with the nature of the crisis (Coombs, 2007). The present finding supports this view by showing that

employees' perception of crisis management quality is closely related to how they evaluate corporate reputation.

This finding is also meaningful because the data were collected from cabin crew members. Cabin crew are among the most visible employee groups during service disruptions and crisis-related situations. They interact directly with passengers, communicate organizational decisions, manage uncertainty, and often deal with passenger emotions during delays, cancellations, or service failures. In this sense, cabin crew members do not observe crisis management only as an internal managerial process. They also experience how crisis decisions are translated into passenger-facing communication and service recovery. Previous studies show that service failure and recovery processes are closely related to customer responses in airline contexts (Chou, 2015). Social media-based crisis cases also demonstrate that customer perceptions may change rapidly depending on how airlines respond to the crisis (Ma et al., 2019). In addition, crisis communication content in the airline industry can shape stakeholder engagement during crisis periods (Prados-Peña et al., 2022). Therefore, the present findings suggest that corporate reputation is not only an externally produced image. It is also shaped by how frontline employees perceive the organization's crisis preparedness, response quality, and coordination capacity.

The moderating role of democratic leadership is one of the most important findings of the study. The simple slope analysis showed that the conditional effect of crisis management quality on corporate reputation perception was .280 when democratic leadership was low, .389 at the mean level, and .498 when democratic leadership was high. This pattern indicates that democratic leadership strengthens the positive relationship between crisis management quality and corporate reputation perception. In other words, crisis management appears to have stronger reputational value when employees perceive the leadership climate as participative, open, and supportive.

This result is theoretically meaningful. Democratic leadership can support transparent communication, employee involvement, and coordinated action during crises. These features are particularly important in airline organizations because crisis response often requires rapid information sharing and consistent behavior across different employee groups. Haavisto and Linge (2022) emphasize the importance of transparent and participative internal communication during crisis periods. Post et al. (2022) also show that participative leadership behaviors may support crisis team decision-making and coordinated action. Similarly, Hamid et al. (2024) link leadership effectiveness with internal crisis communication quality. In the present study, democratic leadership may have strengthened the crisis management-reputation relationship because it makes crisis practices more credible and more visible to employees. For cabin crew members, democratic leadership may mean clearer information, greater opportunity to provide feedback, faster reduction of uncertainty, and stronger alignment between managerial decisions and frontline service behavior.

The findings also showed that autocratic leadership weakens the positive relationship between crisis management quality and corporate reputation perception. The interaction between crisis management quality and autocratic leadership was negative and significant. The simple slope analysis showed that the conditional effect of crisis management quality on corporate reputation perception decreased from .460 at low autocratic leadership to .318 at high autocratic

leadership. Importantly, the relationship remained statistically significant at all levels of autocratic leadership. Therefore, the correct interpretation is not that autocratic leadership eliminates the relationship. Rather, it reduces the strength of the positive association between crisis management quality and corporate reputation perception.

This finding should be interpreted carefully. Directive leadership may be useful in some urgent phases of a crisis because it can provide speed, order, and command clarity. Rosing et al. (2022) suggest that autocratic and democratic leadership may serve different functions across different phases of emergency contexts. Therefore, the present finding should not be read as a claim that directive leadership is always ineffective. However, when autocratic leadership becomes a dominant leadership climate, it may restrict employee voice, reduce feedback, and weaken trust. This can be problematic in airline organizations because cabin crew members often hold critical information about passenger reactions, service problems, and operational tensions. If employees hesitate to report such information, the organization's crisis response may become less responsive and less credible. This interpretation is consistent with research showing that authoritarian and autocratic leadership may create risks for employee attitudes, performance, and organizational outcomes under complex and uncertain conditions (Oh et al., 2023; Pizzolitto et al., 2023). It also aligns with the view that responsible leadership, transparency, and trust-building behaviors are important for airline reputation management during crises (Varma, 2021).

Laissez-faire leadership also weakened the positive relationship between crisis management quality and corporate reputation perception. The interaction term was negative and significant. The simple slope analysis showed that the conditional effect of crisis management quality decreased from .463 at low laissez-faire leadership to .315 at high laissez-faire leadership. As with autocratic leadership, the relationship remained positive and statistically significant at all levels. Thus, laissez-faire leadership does not completely suppress the reputational value of crisis management. However, it reduces the degree to which crisis management quality is reflected in corporate reputation perception.

This result is consistent with the literature on passive leadership. Laissez-faire leadership is generally associated with the absence of active guidance, delayed decisions, weak role clarification, and insufficient managerial support. Such conditions may be especially damaging during crises because employees need clear information, timely direction, and coordinated action. Skogstad et al. (2007) describe laissez-faire leadership as a destructive form of leadership because of its negative implications for organizational functioning. Lundmark et al. (2022) further show that this leadership style may produce negative outcomes through role ambiguity and anxiety. In crisis contexts, the absence of active leadership may also weaken coordination and reduce the organization's capacity to provide a timely response (Jin & Men, 2023; Schaedler et al., 2022). For cabin crew members, this may mean that crisis procedures exist formally but are not supported by sufficient guidance in practice. As a result, employees may struggle to communicate confidently with passengers or maintain a coherent organizational response.

The study also contributes to SCCT and corporate reputation research by emphasizing the internal side of crisis management. SCCT mainly explains how crisis response strategies influence stakeholder evaluations by shaping responsibility attributions and reputational judgments

(Coombs, 2007). The present study extends this view by showing that the reputational value of crisis management also depends on the leadership climate in which crisis processes are implemented. In airline organizations, external crisis communication cannot be fully separated from internal coordination. Cabin crew members translate organizational decisions into passenger-facing interactions. Therefore, their perceptions of leadership behavior and crisis management quality are important for understanding how reputation is sustained during disruptions and crises.

This contribution is also relevant to the broader corporate reputation literature. Corporate reputation is a cumulative and multidimensional evaluation shaped by stakeholder experiences, organizational signals, communication, and perceptions of leadership and performance (Fombrun et al., 2015; Veh et al., 2019). Recent research also suggests that crisis communication may connect online and offline reputation processes (Nuortimo et al., 2026). The present study supports this line of research by showing that corporate reputation in airline organizations is not shaped only by external messages or formal crisis plans. It is also shaped by employees' perceptions of how crisis management is enacted internally and how leadership behaviors support or weaken this enactment.

Overall, the findings suggest that crisis management quality is an important predictor of corporate reputation perception in airline organizations. However, this relationship is not independent of leadership climate. Democratic leadership strengthens the positive association between crisis management and reputation, whereas autocratic and laissez-faire leadership weaken it. These results highlight that crisis management in airlines should not be treated only as a procedural or technical issue. It should also be understood as a leadership-dependent and communication-sensitive organizational process.

6. Conclusion and Recommendations

This study examined the relationship between perceived crisis management quality and corporate reputation perception in airline organizations. It also tested the moderating role of democratic, autocratic, and laissez-faire leadership behaviors. The findings showed that crisis management quality is positively associated with corporate reputation perception. However, this relationship varies depending on the leadership climate. Democratic leadership strengthened the positive association between crisis management and corporate reputation, whereas autocratic and laissez-faire leadership weakened it.

These results suggest that crisis management in airlines should not be viewed only as a matter of procedures, planning, or technological preparedness. The way crisis processes are led, communicated, and coordinated inside the organization is also important. This is especially relevant for cabin crew members, who represent the airline directly during service disruptions and crisis situations. For them, crisis management is not only an internal policy but also a set of decisions and practices that must be communicated to passengers under uncertainty.

The findings offer practical implications for airline organizations. Crisis management training should include not only operational procedures but also crisis leadership and communication skills. Airlines should strengthen two-way communication between managers and cabin crew members.

Upward feedback from frontline employees can help organizations detect passenger concerns, service problems, and operational tensions more quickly. Leadership development programs should also emphasize participative decision-making, transparent information sharing, and employee support during uncertain situations.

At the same time, directive leadership should be used carefully. Clear instructions may be necessary in urgent situations, but a continuously autocratic climate may limit employee voice and weaken trust. Similarly, passive or indifferent leadership should be monitored because it may create role ambiguity, coordination problems, and inconsistent communication during crises. Therefore, airlines should evaluate not only whether crisis procedures exist, but also whether managers actively guide and support employees during implementation.

This study has some limitations. The cross-sectional design does not allow causal conclusions. The use of self-report questionnaires may also limit interpretation, although common method variance was examined. In addition, the sample was limited to cabin crew members working in civil airline companies operating in Türkiye. This provides sectoral relevance, but limits generalizability to other countries, cultures, and occupational groups. Future studies may use longitudinal and multi-source designs. They may also compare cabin crew with ground handling personnel, operations controllers, maintenance technicians, or flight operations teams. Further research may examine internal crisis communication, psychological safety, trust in management, or employee voice as possible mechanisms in this relationship.

Overall, the findings show that the reputational value of crisis management depends not only on formal crisis plans but also on how these plans are led and communicated. A participative and communicative leadership climate strengthens the crisis management-reputation relationship, while restrictive or passive leadership climates weaken it. For airline organizations, crisis preparedness should therefore be developed together with crisis leadership capacity, internal communication quality, and frontline employee support.

Ethical approval

Ethics approval was obtained from the Scientific Research Ethics Committee for Social and Human Sciences of Alanya Alaaddin Keykubat University Rectorate (Decision No: 2025/03, dated March 12, 2025) prior to data collection.

Conflicts of Interest

The authors declare that there is no conflict of interest regarding the publication of this paper.

References

Abdelghany, A., & Abdelghany, K. (2026). Addressing the systemic complexity of airline irregular operations: Toward integrated schedule recovery. *Journal of Air Transport Management*, 131, 102925.

Adamu, A. S., Raza, S., & Mohamad, B. (2024). Unpacking the behavioural outcomes of internal crisis communication: Underlining nexus of employee task performance, crisis responsibility and work well-being to improve organizational reputation. *Journal of Contingencies and Crisis Management*, 32(2).

Akyıldırım, E., Corbet, S., Nicolau, J. L., & Oxley, L. (2025). Understanding reputational disaster during economic

crises: Evaluating aviation sector response differentials. *Tourism Management*, 106, 105028.

Alpaslan, C. M., Green, S. E., & Mitroff, I. I. (2009). Corporate governance in the context of crises: Towards a stakeholder theory of crisis management. *Journal of Contingencies and Crisis Management*, 17(1), 38-49.

Biedermann, A., Valentin, L., Bourgeon, J., Boddington, A., Biedermann, M., Koppers, A., Lieshout, R., Stoop, J., & Molenaar, D. (2024). High reliability organisations in a changing world. *Research in Transportation Business & Management*, 53, 101099.

Chang, Y.-H., Yeh, C.-H., & Wu, C.-H. (2018). Evaluating airline crisis management performance: The cases of flights GE222 and GE235 crash accidents. *Journal of Air Transport Management*, 70, 62-72.

Chou, P.-F. (2015). An analysis of the relationship between service failure, service recovery, and loyalty for low cost carrier travelers. *Journal of Air Transport Management*, 47, 119-125.

Cochran, W. G. (1977). *Sampling techniques* (3rd ed.). Wiley.

Coombs, W. T. (2007). Protecting organization reputations during a crisis: The development and application of situational crisis communication theory. *Corporate Reputation Review*, 10(3), 163-176.

Coombs, W. T., & Holladay, S. J. (2006). Unpacking the halo effect: Reputation and crisis management. *Journal of Communication Management*, 10(2), 123-137.

Çalışkan, A. (2020). Kriz yönetimi: Bir ölçek geliştirme çalışması, *Türk Sosyal Bilimler Araştırmaları Dergisi*, 5(2), 106-120.

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39-50.

Fombrun, C. J., Ponzi, L. J., & Newburry, W. (2015). Stakeholder tracking and analysis: The RepTrak® system for measuring corporate reputation. *Corporate Reputation Review*, 18(1), 3-24.

Green, S. B. (1991). How many subjects does it take to do a regression analysis? *Multivariate Behavioral Research*, 26(3), 499-510.

Haavisto, V. E., & Linge, T. T. (2022). Internal crisis communication and Nordic leadership: The importance of transparent and participative communication in times of crisis. *Scandinavian Journal of Hospitality and Tourism*, 22(4-5), 331-356.

Hamid, A. S., Mohamad, B. M., & Ismail, A. I. (2024). Internal crisis communication: Exploring antecedents and consequences from a managerial viewpoint. *Frontiers in Communication*, 9, 1444114.

Holland, D., Seltzer, T., & Kochigina, A. (2021). Practicing transparency in a crisis: Examining the combined effects of crisis type, response, and message transparency on organizational perceptions. *Public Relations Review*, 47(2), 102017.

Israel, G. D. (1992). Determining sample size. University of Florida Cooperative Extension Service, Institute of Food and Agricultural Sciences, EDIS.

Jin, J., & Men, L. R. (2023). How avoidant leadership style turns employees into adversaries: The impact of laissez-faire leadership on employee-organization relationships and employee communicative behavior. *International Journal of Business Communication*. Advance online publication.

- Kao, T.-Y., Chen, C.-Y., Wu, J.-T. B., & Yang, M.-H. (2020). Modeling airline crisis management capability: Brand attitude, brand credibility and intention. *Journal of Air Transport Management*, 89, 101894.
- Kocacıkoğlu, M. S. (2023). Measuring corporate reputation: A scale proposal for airlines [Unpublished doctoral dissertation]. Anadolu University.
- Lundmark, Z., Källgren, E., Ek, A., & Gråwe, K. (2022). The consequences of managers' laissez-faire leadership: A two-wave longitudinal study of anxiety and role clarity. *Anxiety, Stress, & Coping*. Advance online publication.
- Ma, L., Tse, Y. K., Wang, Y., & Zhang, M. (2019). Examining customer perception and behaviour through social media research: An empirical study of the United Airlines overbooking crisis. *Transportation Research Part E: Logistics and Transportation Review*, 127, 192-205.
- Mishra, M. (2016). Confirmatory factor analysis (CFA) as an analytical technique to assess measurement error in survey research: A review. *Paradigm*, 20(2), 97-112.
- Nuortimo, K., Harkonen, J., & Breznik, K. (2026). Exploring corporate reputation and crisis communication. *Journal of Marketing Analytics*, 14, 4-25.
- Oh, J., Kim, D. H., & Kim, D. (2023). The impact of inclusive leadership and autocratic leadership on employees' job satisfaction and commitment in sport organizations: The mediating role of organizational trust and the moderating role of sport involvement. *Sustainability*, 15(4), Article 3367.
- Page, T. G. (2022). The reputational benefits of instructing information: The first test of the revised model of reputation repair. *Public Relations Review*, 48(5), 102256.
- Park, E. (2019). Corporate social responsibility as a determinant of corporate reputation in the airline service industry. *Journal of Retailing and Consumer Services*, 47, 215-221.
- Pizzolitto, E., Verna, I., & Venditti, M. (2023). Authoritarian leadership styles and performance: A systematic literature review and research agenda. *Management Review Quarterly*, 73, 841-871.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879-903.
- Post, C., De Smet, H., Uitdewilligen, S., Schreurs, B., & Leysen, J. (2022). Participative or directive leadership behaviors for decision-making in crisis management teams? *Small Group Research*, 53(5), 692-724.
- Prados-Peña, M. B., Crespo-Almendros, E., & Porcu, L. (2022). COVID-19 and social media communication strategies: A comparative study of the effectiveness of Facebook posts during the lockdown and the "new normal" in the airline industry. *Journal of Air Transport Management*, 103, 102255.
- Rosing, F., Boer, D., & Buengeler, C. (2022). When timing is key: How autocratic and democratic leadership relate to follower trust in emergency contexts. *Frontiers in Psychology*, 13, Article 904605.
- Schaedler, L., Graf-Vlachy, L., & König, A. (2022). Strategic leadership in organizational crises: A review and research agenda. *Long Range Planning*, 55(6), 102156.
- Scheiwiller, S., & Zizka, L. (2021). Strategic responses by European airlines to the COVID-19 pandemic: A soft landing or a turbulent ride? *Journal of Air Transport Management*, 95, 102103.
- Schoofs, L., Fannes, M., & Claey, A.-S. (2022). Empathy as a main ingredient of impactful crisis communication: The perspectives of crisis communication practitioners. *Public Relations Review*, 48(1), 102150.
- Skogstad, A., Einarsen, S., Torsheim, T., Aasland, M. S., & Hetland, H. (2007). The destructiveness of laissez-faire leadership behavior. *Journal of Occupational Health Psychology*, 12(1), 80-92.
- Stamenić, A., Čokorilo, O., Petrović Vujačić, J., & Radojković, N. (2025). Civil aviation security and the economy. *Transportation Research Procedia*, 83, 585-592.
- Terzi, A., & Kurt, T. (2005). İlköğretim okulu müdürlerinin yöneticilik davranışlarının öğretmenlerin örgütsel bağlılığına etkisi. *Milli Eğitim*, 33(166).
- Tse, T. (2011). Shareholder and stakeholder theory: After the financial crisis. *Qualitative Research in Financial Markets*, 3(1), 51-63.
- Varma, T. M. (2021). Responsible leadership and reputation management during a crisis: The cases of Delta and United Airlines. *Journal of Business Ethics*, 173, 29-45.
- Veh, A., Göbel, M., & Vogel, R. (2019). Corporate reputation in management research: A review of the literature and assessment of the concept. *Business Research*, 12(2), 315-353.
- Wolf, E. J., Harrington, K. M., Clark, S. L., & Miller, M. W. (2013). Sample size requirements for structural equation models: An evaluation of power, bias, and solution propriety. *Educational and Psychological Measurement*, 73(6), 913-934.
- Wong, D., & Meng-Lewis, Y. (2023). The good, the bad, and the ugly: Situational crisis communication and the COVID-19 pandemic Tokyo 2020 Olympic Games. *Communication & Sport*. Advance online publication.
- Wu, S., Liu, E., Cao, R., & Bai, Q. (2025). Airline recovery problem under disruptions: A review. *Computers & Operations Research*, 175, 106915.

Cite this article: Altintas, M., Kaya, L. (2026). The Moderating Role of Leadership Behavior in the Relationship Between Crisis Management Level and Perceived Corporate Reputation in Airline Organizations. *Journal of Aviation*, 10(2), 363-374.



This is an open access article distributed under the terms of the Creative Commons Attribution 4.0 International License

Copyright © 2026 Journal of Aviation <https://javsci.com> - <https://dergipark.org.tr/en/pub/jav>