

The Effects of Leadership On Job Satisfaction

(Visionary Leadership, Transformational leadership, Transactional leadership)

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Abstract

Humans are social beings and they must be found within the community to meet their individual needs. It is not possible to meet all the demands and needs of people by coming together. They also need a person who can organize and evoke them for the sake of an aim. These individuals are the people who have leadership qualities. When it is taken into consideration that each source can be reached with the impact of globalization, the employees who take part in the competition between companies are an effective competitive tool for business. Enterprises, in which individuals whose personal needs are met work, will always be one step before its opponents thanks to rising performances of the employees. Enterprises need leader persons in a real sense in order to organize the employees successfully, to collect them around a specific purpose, to provide a harmony between the business's needs and demands and the employees needs and demands and to realize the integration between them. Some of the most fundamental roles of these leaders in business are can be listed as finding most effective and efficient ways to reach determined purposes, providing coordination between the employees, to share the necessary information about both the situation in which they exist and the future conditions by predicting, and to supply the organizationaleffectivenessandensure justice in theworkplace and so on.

In this study, a deep literature review has been made in order to show the effects of leadership behaviors of company employers on job satisfaction. Firstly an overall impact of leadership behaviors of job satisfaction has been examined then visionary, transformational and transactional leadership behavior effects on job satisfaction have been noted down. Then a model was developed on the results of work and study has been terminated.

The most important finding in this study, the transactional leadership behavior on job satisfaction is that the most influential factor.

This study is being planned to be transformed into an article after an implementation which will be realized in the 4 or 5 star accommodation centers, in summer 2012, in Alanya.

However, currently, the tourism season is off and the %80 of accommodation facilities which will be considered within the scope of the research are out of usage that's why this plan will be realized after the accommodation centers will be available in the summer season.

Keywords: Leadership Behavior, Job Satisfaction, visionary leadership, transactional leadership, transformational leadership.

1. LEADERSHIP CONCEPT

When literature review is examined, it is understood that lots of descriptions were combined, however, these descriptions haven't been collected in a common point for leadership concept. As the cause of this condition; the world's rapid conversion than ever before or the societies' becoming tend to more science-oriented rather than industry-oriented can be shown. (Gül and Şahin, 2011:237). As the communities become more science-oriented today, "leadership" is defined as the convincing ability of individuals who have leadership quality in order to make people in his environment reach the determined aim (Erdoğan, 2007: 486-487). The point to be considered is ability of actuation the people around him by means of convincing. Because many different descriptions were combined about leadership but many of these point out the same point. As the reason for this the customer-based structure's acceptance rather than production-based structure can be shown. Voon and others (2011:24) define leadership as the interaction process which occurs between leader and other workers and the goal of which is reaching to determined aims of management. When another description is examined, it is possible to see that leadership is mentioned as the skill to influence a group of people in order to get them reach their targets. (from Bass, 1990 Çakar and Arbak, 2003:84). According to Kent (2005: 1011), the leadership is the process that is based on interaction between the leader and his followers, being effective of change and development of both and affecting their motivation and behaviours. So the leader is the person who leads to his juniors to determined targets (Budak and Budak, 2004:379), motivate them to achieve the objectives, control and coordinate their work (Erdoğan, 2007:486). He is the person that is followed or obeyed by a group of people whose aim is to realize their personal and merged group objectives.

2. THE RELATIONSHIP BETWEEN LEADERSHIP AND JOB SATISFACTION

Many studies were conducted to examine the relationship between job satisfaction between leadership and job satisfaction. When the studies are examined, it is deduced that the leadership styles have a crucial impact on job satisfaction. The compatibility level of leader and workers is one of the most essential factor on job satisfaction or dissatisfaction. A study which was built by Rad and Yarmohammadian (2006) proves this. According to the study, a leader who had participative leadership feature, failed to improve the company. The company stayed in the same point for a long time and couldn't show any headway. Furthermore, it was revealed that, such kind of leadership behaviour decreased the job satisfaction, increased worker turnover and shortened the range of burnout.

In corresponding this, the managers' supportive behaviour on labour and prefer clearness in communication affect performance of workers in a positive way. The companies which possess leader managers in those characteristics have an improvement on job satisfaction.

Workers want their managers to be the leader ones. The job dissatisfaction appears when there is a gap between the workers' expectation of leadership features and the ones managers have. (Elpers and Westheus, 2008). The job satisfaction level increases when the gap between the workers' expectation of leadership characteristics and the ones managers have declines. In a research made by Tengilimoğlu and Yiğit (2005), when the leadership styles which workers expect from the managers and the managers exhibit became closer each other, it was observed that, the job satisfaction level became higher and the leadership styles that affect job satisfaction are respectively ; participative, instrumental, achievement-oriented and supportive leadership. Managers' leadership behaviors which they exhibit within an organization enables the existence of clear communication between leader and workers. This situation provides getting rid of job stress within the organization of workers and supply an organizational environment helping to promote performance of employee. As a consequence job pleasure of workers increases and workers' turnover level decreases. (Kim and Brymer, 2011:1025)

However, on the case that the workers are not contented with their leaders, job dissatisfaction appears and their organizational relationship decrease. Thus, in such cases the worker turnover increases, burnout level rises and behaviours such as sabotage are to be seen. (Aşık, 2010; Turunç and oth., 2010; Voon and oth., 2010; Harrington and oth., 2010)

2.1. VISIONARY LEADERSHIP AND JOB SATISFACTION

Visionary leadership is the ability of constructing an influence on people to activate for determined aims and to convey this ability to his followers. (Buluç, 2009: 11). When we consider that ambiguity which takes place in the work area causes job dissatisfaction, (Kristina and oth., 2004) we can assert that visionary leadership behaviour has a positive influence on job satisfaction. Because the leaders who have the feature of visionary leadership possess a foresight about developments of future and determine some objectives for future. (Yılmaz and Karahan, 2010:146) So the workers can also make predictions maybe to some extent and their ambiguity perception reduces. So it could affect their job satisfaction in a positive way.

A study which was implemented by Dalgın and Topaloğlu (2010: 199) also supports this hypothesis. According to the study results, in the enterprises the employees who are working with the visionary leader managers are contented with their manager and this case results in a high level of job satisfaction. In another study, which was performed by Yılmaz and Karahan, (2010:156), it has been identified that the most important factor in flourishing performance is visionary leadership behaviour. Riaz and Haider (2010:35) point out the relationship between performance development and leader's determining explicit objectives and then state that as a result of this job satisfaction rises.

2.2.INTERACTIONIST LEADERSHIP AND JOB SATISFACTION

Interactionist leadership behavior which was asserted by J.M.Burns and later was developed by mainly B.M.Bass and many other researchers, it is advocated that, in the relationship between leader and his followers success can be reached on the condition that, these two parts' behavior change.(Erdoğan, 2007: 522). According to the study made by Voon and his associates(2001:30), the job satisfaction level reduces when the employees are working with interactionist leaders.Two factors have been determined as the cause of low job satisfaction: the working environment prepared by leaders and the responsibilities he gave to workers.The employees lose motivation built by their leaders and the case that they can't feel the necessary sympathy and intimacy they expect from their leaders who have interactionist leadership behaviour.(Watson, 2009: 306). Moreover the unnatural behaviours of interactionist leaders towards employees cause workers' losing their intrinsic motivation. Punishing or rewarding of interactionist leader managers the employees according to their performance are met with pleasure by workers and compose a fair management's judgement among them.As a result the employees job satisfaction level rises.But an unfair treat in rewarding or punishment system may cause low job satisfaction in workers.

2.3.TRANSFORMATIVE LEADERSHIP AND JOB SATISFACTION

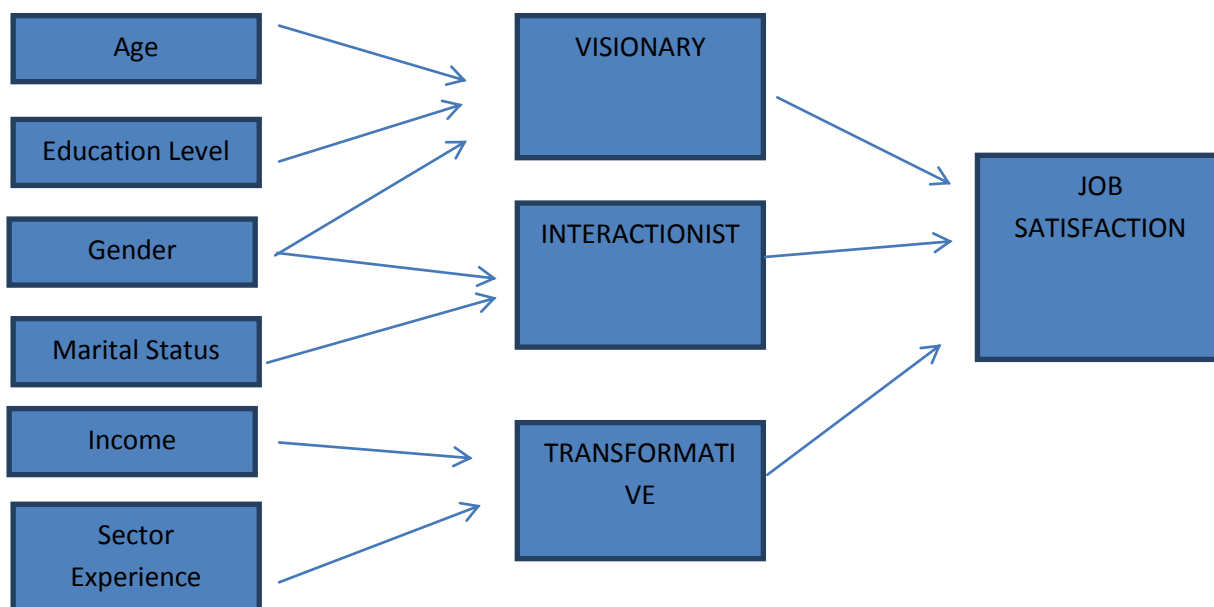
Transformational leadership is the process during which the leader makes up an intimacy for organizational aims and goals among workers, convincing them to the belief that they can manage great works and motivating them in order to attain these determined objectives.(Tutar and oth., 2009: 1385; Erdoğan, 2007:522).

Transformational leader managers help their juniors to be able to become the ones who are creative, innovative, productive and adaptable to different environment conditions within the organization. The employees who are working in such environments have a strong devotion for their jobs, job satisfaction level increases as well. (Bushra and oth., 2011: 266). Tutar and Tuzcuoğlu (2006:1395) also stated that the employees who are working in organizations where transformational leadership perception climate is existing, have a high job satisfaction level and have less tendency to turnover.

Transformational leaders bring a new and original management understanding to the enterprises where their job is to manage by using their individual special features and by doing so promote the performance of organization.This transformation which happens in the organization has also a positive influence on employees and it provides their job satisfaction's increase. (Voon and oth., 2011: 30). Supporting his juniors' make individual choices, making it possible for them have creative ideas and valuing them, affecting them remarkably, motivating to objectives, and the conditioned reward system (rewarding on the cases that performance increases, punishing on the cases that it decreases), transformational leaders create a safe and soft influence on their followers and provide a high job satisfaction level. (Watson, 2009: 306)

2.4. RESEARCH MODEL

As a consequence of a literature review it has been concluded that leadership behaviours' effects on job satisfaction changes according to some demographic factors. The relationships identified in this context are below.



3. CONCLUSIONS

One of the factors that enables enterprises to make production is labor. Labor is of great

importance for the organization's realization of its activities. Enterprises are constantly planning to attain a superiority towards each other and increase their profit proportions. In order to succeed in this, they try to find some methods to use the productive power most effectively and productively. When we keep in mind that productive power, in spending the business enterprises made to realize the production, has an important role, it is concluded that employees must be used effectively and productively, otherwise, the money spent for productive power will be in vain. Supplying the productivity of productive power is based firstly on supplying the requirements of workers and secondly on demands of them. Thus the factors which contribute to labor is the human-being element. Human-being is a social creature and because of this feature, he has a lot of requirements and demands. These people, whose requirements are supplied, do their job fondly and in the end, on behalf of the reach of productivity in the management, it will be a good step.

With this study, it is identified by means of literature review that how leadership behaviours of enterprise managers have an effect on job satisfaction of workers.

- As a result of research, it is identified that visionary leadership perception of male workers is higher than female workers'.

- It is seen that there is a lineary proportion between worker's age and visionary leadership perception.This can be a problem in terms of enterprise.The goals the manager planned for future can not be understood by workers and this makes them feel stressful and decrease their level of job satisfaction.So, the managers who have a visionary leadership feature,must interested especially with young workers closer and transfer the tasks and vision they determine more clear and understandable.Thanks to this,the workers are utilized more effectively and productively.
- It is identified that interactional,transformational and visionary leadership behaviours increase the level of job satisfaction.Furthermore, the worker's level of job satisfaction who works with managers presenting a visionary leadership feature is much higher than the other two leadership kinds.managers must be as fair as possible among the workers and keeping this situation going on without arousing an injustice perception among the workers,is highly important.
- It is concluded that in some cases there is a lineary proportion between level of education and outcome, worker's level of job satisfaction increases as well.So, there will be an increase in their effectiveness and productivity.

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