The Relationships Between the Leadership Tendencies, Job Satisfaction and Burnout of Guidance and Research Centre Managers

Rehberlik ve Araştırma Merkezi Yöneticilerinin Liderlik Eğilimleri, İş Doyumları ve Tükenmişlikleri Arasındaki İlişkilerin İncelenmesi

Begüm Satıcı ⓘ, Mustafa Topal ⓘ

Authors Information

Begüm Satıcı
Associate Professor, Yıldız Teknik University, İstanbul, Türkiye
begum.satici@yildiz.edu.tr

Mustafa Topal
Psychological Counselor, Pazar Guidance and Research Centre, Artvin, Türkiye
somatiksedasyon@hotmail.com

ABSTRACT

Leadership styles, job satisfaction and professional burnout adopted by individuals in managerial positions in an organization appear as important concepts. In this context, the concepts of leadership styles, job satisfaction and professional burnout constitute the main variables of this study. The aim of the research is to examine the relationship between the leadership styles, job satisfaction and professional burnout adopted by the managers working in the Guidance and Research Centres within the scope of the specified variables. In line with the stated purpose, 138 managers working in the Guidance and Research Centre constitute the sample of the study. As a result of the analyses, It has been found that there is a significant relationship between the leadership styles of the managers in the Guidance and Research Centres and job burnout and job satisfaction and various sub-dimensions of the variables.

ÖZET

Bir örgütte yöneticilik pozisyonunda çalışan bireylerin benimsediği liderlik eğilimleri, iş doyumu ve mesleki tükenmişlikleri önemli kavramlar olarak karşımıza çıkmaktadır. Bu bağlamda araştırmanın amacı, Rehberlik ve Araştırma Merkezlerinde görev yapan yöneticilerin benimsedikleri liderlik eğilimleri, iş doyumları ve mesleki tükenmişlik düzeyleri arasındaki ilişkiyi incelemektir. Belirtilen amaç doğrultusunda Rehberlik ve Araştırma Merkezinde görev yapan 138 yönetici araştırmanın örneklemini oluşturmaktadır. Analizler sonucunda Rehberlik ve Araştırma Merkezlerinde görev yapan yöneticilerin liderlik eğilimleri ile iş tükenmişliği ve iş doyumu değişkenlerinin çeşitli alt boyutları arasında anlamlı bir ilişki olduğu tespit edilmiştir.

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INTRODUCTION

Guidance & Research Centres (GRCs) are governmental institutions that provide services free of charge pertaining to private education, guidance, counselling and psychological counselling (Karaköse & Bozgeyikli, 2012). The aim of these institutions is to enable people to become responsible, self-aware beings who are able to benefit from the educational and professional opportunities presented to them. The centres also assist individuals by supporting their social, emotional, academic and professional development so that they may lead a healthy life (The Ministry of National Education Regulation on Guidance and Psychological Counselling Services, 2020). Each GRC has a manager who is generally responsible for coordination, organisation and the supervision of numerous matters. The number of managers may vary according to certain factors, and as such so will their responsibilities. When schools do not provide psychological counselling they will provide consulting services. For special education institutes they will appoint a psychological counsellor to determine individuals' levels of performance and provide appropriate guidance. The planning and realisation of in-service training, courses, conferences and workshops for the career development of their peers, in addition to ensuring the health and safety of those who work at the centres are among the other responsibilities within the remit of managers (Ministry of National Education's Regulation on Guidance and Psychological Counselling Services, 2020).

By legal definition, counselling and research centres employ more than one specialist. The managers of these centres are required to be of influence on employees and ensure that the work carried out is in line with the centre's aims. Managers' responsibilities also entail consistent communication with the individuals to whom they provide services which includes to; the managers of peer schools, psychological counsellors, private education institutions and educators, non-governmental organisations, and public institutions. The success of managers in so many areas is not only attributable to their technical and specialist knowledge, but their actual management skills. Alongside this skill and specialist knowledge, they are expected not only to have effective communication and management skills but also to also be "leaders". Leadership is referred as the aim of bringing to life the objectives of an organisation, meeting the determined needs of individuals, the organisation of individual-group-community relations, and being responsible for interaction and communication between individuals belonging to the organisation (Simon & Thompson, 1991).

Leaders who are required to manage and organise so many relations must be able to think more broadly, and from different perspectives (Bolman & Deal, 2015). Bolman & Deal (1991) put forward four frames with respect to different types of leadership. They essentially approached the concept of leadership from the perspectives of; structural leadership, human resources leadership, political leadership and symbolic leadership and their associated tendencies. Structural leaders clearly determine the aims of the organisation, the roles of each individual, the rules of the group and the direction to be taken therein. They believe that employees are responsible for the results of the structured process. When problems may arise these leaders create new rules, make revisions and restructure accordingly. Human resources leaders on the other hand use network psychology as their support mechanism, and meeting the needs of the individual are kept at the forefront. Leaders with these tendencies are people who empower workers who give importance to the feelings of others; their primary aim being to create a harmonious organisation. Leaders with political tendencies however, are realistic and pragmatic. For them, competition and conflict are at the forefront of organisations and as such, they focus on the interests of

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their group. They put their efforts into steering the organisation forward by fostering relations that will give them support and power. Last but not least, leaders with symbolic tendencies use their charisma to develop a culture, and without even being aware of it group members contribute to the development of a mutual vision. By placing importance on cultural events such as celebrations and ceremonies, they ensure that love, excitement, loyalty and respect are the driving forces in the organisation.

Numerous studies have been carried out on the leadership tendencies of institution managers, their leadership styles, job satisfaction of staff and burnout levels (Alanoğlu, 2019; Aydemir&Aydemir, 2014; Çulha, 2017; Erdal & Turan, 2017). However, none have been carried out on the individual leadership tendencies of managers and their levels of job satisfaction and burnout. This study is therefore of importance as it is the first study to examine the tendencies of the leaders of guidance and research centres in Turkey, and their job satisfaction and burnout levels.

Job Satisfaction and Burnout

Job satisfaction is defined as the level of satisfaction people have with respect to their work. It goes beyond daily duties incorporating satisfaction with group members/management, organisational policies and the effect of work on one's personal life. Job satisfaction is crucial to an organisation, as a satisfied worker will be determined to work to the best of their abilities. Every worker desires progress in their career, alongside a steady balance between their work and personal life. If a worker is happy with the organisation they work for and the job that they do, then they will desire to give something back to that organisation (Dawis, 2004). Increasing the level of job satisfaction of GRC workers facilitates the organisation in reaching its goals, ensures that clients receive proper service and that healthy relationships among workers are developed. It has been noted though, that low levels of job satisfaction and high levels of burnout have a significant connection (Filiz, 2014; Çetinkanat, 2002; Öztürk & Deniz, 2008). Burnout is the result of extreme, long-term stress causing mental and physical exhaustion (Maslach & Leiter, 2006). The individual is depressed, depleted mentally and this state of being begins to reveal itself when the individual feels unable to meet demands, and with the continuance of this stress the individual begins to lose their motivation and eventually experience burnout (Maslach & Leiter, 2016). There are studies that have found that a positive leadership style decreases burnout syndrome in workers and increases their level of job satisfaction (Zopiatis & Constanti, 2010; Ghorbanian, Bahadori & Nejati 2012; Lok & Crawford, 2004). Therefore, the concepts of leadership styles, job satisfaction and burnout are considered important variables for the managers of an institution that provides psychological counselling and guidance to students.

METHOD

Participant and Procedure

The participants of this study all worked at the Counselling and Research Centre. From a total of 138 participants, 109 (79.1%) were male and 29 (20.9%) were female. Their ages ranged between 28-65, whilst the average age was 39.78, with the standard deviation at 7.45. Of the participants, 92 were undergraduates, and 46 had undergone postgraduate studies. The years of management taken into account for the study were; 76 (54.7%) between 1-5 years, 41 (29.5%) between 6-10 years, and 22 above 11 years.

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Ethical Statement

This study was approved by the Artvin Coruh University's Scientific Research and Publication Ethics Board on July 1, 2022. Consent of volunteering were requested from the participants for the applied scales.

Measures

Multi-dimensional Leadership Orientations Scale (MLOS). The MLOS was developed by Bolman and Deal (1991), and the scale has been adapted to Turkish by Dereli (2003). The scale, which has a total of 32 items, is scored on a 5-point scale. The MLOS has four sub-dimension: political leadership, human resources leadership, symbolic leadership, and structural leadership. The Cronbach's alpha internal consistency coefficient of the scale was reported as 0,87, 0,87, 0,84, and 0,88, respectively (Dereli 2003).

Maslach Burnout Scale (MBS). The MBS was developed by Maslach and Jackson (1981), and the scale was adapted to Turkish by Ergin (1996). The scale, which has 22 items, is scored on a 5-point scale. The MBS has three sub-dimension: emotional burnout, depersonalisation, and personal accomplishment. The Cronbach's alpha internal consistency coefficient of the scale was reported as 0,83, 0,65, and 0,72, respectively.

Minnesota Job Satisfaction Scale (MJSS). The MJSS was developed by Weiss, Dawis, England, and Lofquist (1967), and the scale was adapted to Turkish by Baycan (1985). The scale, which has a total of 20 items, is scored on a 5-point scale. The MJSS has a uni-dimensional structure.

Data Analysis

A correlation analysis was undertaken so as to examine the relationships between the leadership styles of those who worked at the CRC, their job satisfaction and burnout. Following this, a multiple regression analysis was carried out to determine whether leadership styles predicted burnout and job satisfaction. The analyses were performed using SPSS 22.

RESULTS

The relationships between the variables may be found within this section under the heading of initial analyses. This is followed by the findings of the multiple regression analysis.

To examine the relationships between the leadership styles of those who manage the Counselling and Research Centre, their job satisfaction and occupational burnout, the first step was to consider the correlation coefficients between the variables. The total scores of the four dimensions of leadership style (political, human resources, symbolic and structural leadership), together with the dimensions of burnout (emotional burnout, depersonalisation and personal accomplishment) and job satisfaction were all included in the correlation analysis. The results are presented in Table 1.

As can be seen in Table 1; job satisfaction and emotional burnout have a significantly negative relationship. Job satisfaction on the other hand, has significantly positive relations with personal accomplishment, political leadership, human resources leadership, symbolic leadership and structural leadership. However, a relationship of significance was unable to be determined between that of job satisfaction and depersonalisation. Whilst occupational burnout's relationship with leadership, in general, is one of insignificance, the sub-dimension of personal accomplishment was found to have significant positive relationships with political and symbolic leadership.

Table 1. Correlations among the variables

Variable	1	2	3	4	5	6	7
1. Job satisfaction	-						
2. Emotional burnout	-.34**	-					
3. Depersonalisation	-.14	.62**	-				
4. Personal accomplishment	.42**	-.03	-.18*	-			
5. Political leadership	.33**	-.05	.04	.18*	-		
6. Human resources leadership	.26**	-.05	-.02	.13	.74**	-	
7. Symbolic leadership	.32**	-.04	.05	.21**	.83**	.74**	-
8. Structural leadership	.22**	-.11	.01	.04	.76**	.79**	.77**

Note: $^* p < .05$, $^{**} p < .01$

Regression Analysis

Findings from the regression analysis are presented in Table 2.

Table 2. Multiple regression results

Dependent	Predictor	B	SE_B	β	T	R^2	F
Emotional burnout	Political leadership	.014	.535	.004	.025	.02	.56
	Human resources leadership	.157	.481	.050	.327		
	Symbolic leadership	.293	.551	.091	.532		
	Structural leadership	-.873	.652	-.21	-1.33		
Depersonalisation	Political leadership	.061	.293	.035	.209	.01	.298
	Human resources leadership	-.227	.263	-.13	-.862		
	Symbolic leadership	.190	.302	.108	.630		
	Structural leadership	.018	.357	.008	.052		
Personal accomplishment	Political leadership	.297	.361	.132	.822	.09	3.46**
	Human resources leadership	.255	.325	.114	.785		
	Symbolic leadership	.765	.373	.337	2.05*		
	Structural leadership	1.165	.441	.41	2.64**		
Job satisfaction	Political leadership	.739	.426	.273	1.73	.12	4.82**
	Human resources leadership	.231	.384	.086	.601		
	Symbolic leadership	.467	.440	.171	1.06		
	Structural leadership	-.647	.520	-.19	-1.24		

Note: $^* p < .05$, $^{**} p < .01$

According to the findings in Table 2, the regression models set up to predict emotional burnout ($F_{4, 134} = .02$, $p > .05$) and depersonalisation ($F_{4, 134} = .01$, $p > .05$) derived from leadership style's dimension occupational burnout, were insignificant. Furthermore, these two subdimensions revealed that they were not significant predictors of any subdimension of leadership styles. In contrast though, the model constructed for predicting personal accomplishment as derived from leadership styles, was found to be of significance, ($F_{4, 134} = .09$, $p < .01$). Thus, it is possible to suggest that this dimension positively predicts personal accomplishment with significance where symbolic and structural leadership styles are concerned, but does not predict the other leadership styles with any significance.

On a final note, the regression models constructed to determine the prediction of job satisfaction due to leadership styles were found to be of significance ($F_{4, 134} = .12$, $p < .01$). None of the leadership styles, however, were found to predict job satisfaction with any significance.

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DISCUSSION

Upon examining studies in scientific literature, it is evident that there is a relationship between certain leadership styles, the job satisfaction of workers and their burnout levels (Filiz, 2014; Çetinkanat, 2002; Öztürk & Deniz, 2008). Despite there being many studies on the effect of the perceived style of leadership of organisation leaders, job satisfaction and burnout levels of their staff, there are no apparent studies on the effect of leadership styles on the actual leaders themselves. This study looks at the effect of the leadership styles of the managers of Counselling and Research Centres, their job satisfaction and burnout levels in light of relevant literature.

According to the first finding of this study, although a significant relationship between all leadership tendencies and job satisfaction was determined, job satisfaction was not a significant predictor of leadership tendencies. As per Herzberg's (1959) two-factored theory, institutional policies and relations established with superiors and management are considered hygiene components and as factors that decrease job satisfaction. Increased levels of hygiene factors do not necessarily increase job satisfaction; nevertheless, when they decrease below the level of acceptance then dissatisfaction with one's job surfaces. Hence when a manager is able to lead well, it is possible for staff to reach the optimal level of job satisfaction (Herzberg, 1996). The positive relationship between a manager's leadership tendencies and their level of job satisfaction can be considered in a similar light. In such situations, it could pave the way for managers to go beyond the act of just simply managing; whereby they become leaders dedicating more of themselves to their work, in turn ensuring job satisfaction. When examined from an alternate perspective, being able to lead means being able to solve any problem that may arise (Bolman & Deal, 2015). A particular study determined that school managers highly capable of solving problems had a higher level of job satisfaction (Koçak & Eves, 2010). Caution should be taken when determining the cause-effect relation between the variables statistically, due to the fact that a significant relation was determined correlationally but one of insignificance as a result of regression.

Secondly, a relationship of significant negativity was found between job satisfaction and emotional burnout, a sub-dimension of burnout. Similar results were determined in a study carried out with psychological counsellors and school guidance counsellors (Umay, 2015). Other studies that have centred on these two variables also support the finding of a negative and significant relationship between them (Akçamete, Kaner &Sucuoğlu, 1998; Karadağ, 2013; Berber, 2011). Studies carried out abroad with school guidance counsellors also correlate with the findings of this study (Mullen, Backer, Chae & Li, 2020; Mullen, et. al.,2018). Based on these findings, it is possible to submit that the higher the level of satisfaction people have with their work, the less likely they are to suffer burnout, or in other words those who do not suffer from burnout are likely to be more satisfied with their work. There is a negative but insignificant relationship between job satisfaction and depersonalisation, a sub-dimension of burnout. Depersonalisation arises either from indifference, detachment and loss of interest in work or the belief that it is meaningless (Walburg, 2014). The results of the samplings of this study indicate that there is no correlation between job satisfaction and whether there is an interest in work or not. In their study, Lee & Ashforth (1996) stated that with the developmental burnout model, the feeling of inadequacy develops independently of depersonalisation (Kim & Seoumun, 2013). More research is required on the relationship between this particular dimension and job satisfaction.

When evaluating the third finding, a positive significant relationship between personal accomplishment a sub-dimension of burnout, and political and symbolic leadership was determined. Personal

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accomplishment indicates the direction in which burnout increases in. Whether it be within the organisation or whether it be within the context of personal evaluation, individuals have a negative perspective towards themselves (Maslach, Schaufeli, & Leiter, 2001). When an individual has negative thoughts about their peers, then sooner or later they will begin to think negatively about themselves too. They think that nothing will become of their work, that it has no purpose, and that the time they put into it is unnecessary and a waste. As a consequence of such beliefs they develop low self-esteem and guilt (Strelan, 2007), start questioning their personal qualities and become less productive (Cordes, Dougherty, & Blum, 1997). It may be purported that political leaders who see the work place as ultimately the home of conflict and competition, work for their own interests in their pursuit of power. As such, this could spur conflict within the organisation and cause the leader to eventually experience burnout. Alternately, leaders who cause burnout may have adopted a leadership style where they actually feed off of conflict. With structural leadership, the tendency to plan and structure everything may lead to perfectionism and result in the leader becoming even more burnout. The regression results point out that personal accomplishment is a positive predictor of symbolic and structural leadership. Moreover, as sub-dimensions of burnout, emotional burnout and depersonalisation were found to have relations of significance with leadership styles. For the purpose of further clarification and detail more studies need to be carried out.

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About Authors

Begüm Satıcı. She completed her undergraduate education at Istanbul University, Psychology Deparment in 2011. She received his Master's degree in the field of Psychological Counseling and Guidance at Anadolu University in 2014. She received his doctorate degree in the field of Psychological Counseling and Guidance at Yıldız Technical University in 2018. She is still working as an assocciate professor at Yıldız Technical University, Psychological Counseling and Guidance Department.

Mustafa Topal. He completed his undergraduate education at Karadeniz Technical University, Faculty of Education, Department of Psychological Counseling and Guidance in 2005. Later he completed his master's degree at Çoruh University in 2022.he is currently working as deputy director at the Pazar Guidance and Research Center which is a government institution under the Ministry of National Education.

Author Contributions

This study was conducted by all the authors working together and cooperatively. All of the authors substantially contributed to this work in each step of the study.

Conflict of Interest

It has been reported by the authors that there is no conflict of interest.

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Ethical Statement

The study was approved by the Artvin Coruh University Sciences Research and Publication Ethics Committee on July 1, 2022 (No: E-18457941-050.99-54379 / 2022-07-04). In addition, consent forms were obtained from all participants included in the study.

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