

- RESEARCH ARTICLE -

THE IMPACT OF LEADERSHIP STYLES ON JOB SATISFACTION: A STUDY OF THE HOSPITALITY INDUSTRY

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Abstract

Job satisfaction is considered as an important factor that reduces the absenteeism of employees and their intention to leave the job. The accumulated empirical literature indicates that job satisfaction is important for the hospitality industry. The literature for the hospitality industry emphasizes the need to apply appropriate leadership style to maximize job satisfaction of hotel staff. In this direction, a conceptual model that includes the structural relationships between leadership styles and job satisfaction was developed to better understand the factors affecting job satisfaction and to expand the literature on the service industry. Regression analysis was used to test the developed model experimentally. The data were obtained from five-star hotels operating in employees (N = 311) in Alanya / Turkey. As a result of the research, it was determined that transformative and functional leadership positively affected job satisfaction and laissez-faire leadership did not have any effect on job satisfaction. Our research is considered to raise awareness among managers operating in the hospitality industry, while helping to understand the premises of job satisfaction more deeply.

Key Words: Leadership Styles, Job Satisfaction, Hospitality Industry.

JEL Codes: M1, M12, Z32, L83.

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LİDERLİK TARZLARININ İŞ TATMİNİNE ETKİSİ: KONAKLAMA ENDÜSTRİSİNDE BİR ARAŞTIRMA

Öz

İş tatmini, çalışanların devamsızlığının ve işten ayrılma niyetlerinin büyük ölçüde azalmasını sağlayan önemli bir faktör olarak değerlendirilmektedir. Birikmiş ampirik literatür iş tatmininin, konaklama endüstrisi için önemli olduğunu belirtmektedir. Konaklama endüstrisine yönelik literatür, otel çalışanlarının iş tatminini en üst düzeye çıkarmak için uygun liderlik tarzının uygulanması gerektiğine vurgu yapmaktadır. Bu doğrultuda araştırmada, iş tatminini etkileyen faktörleri daha iyi anlamak ve hizmet endüstrisine yönelik literatürü genişletmek amacıyla liderlik tarzları ile iş tatmini arasındaki yapısal ilişkileri içeren kavramsal bir model geliştirilmiştir. Geliştirilen modeli deneysel olarak test etmek için regresyon analizi kullanılmıştır. Veriler Alanya/Türkiye’de faaliyet gösteren beş yıldızlı otel çalışanlarından elde edilmiştir (N=311). Araştırma sonucunda dönüştürücü ve işlevsel liderliğin iş tatminini olumlu yönde etkilediği ve serbest bırakıcı liderliğin iş tatmini üzerinde herhangi bir etkisinin bulunmadığı tespit edilmiştir. Araştırmamız, iş tatmininin öncüllerini daha derinden anlamaya yardımcı olurken, konaklama endüstrisinde faaliyet gösteren yöneticilerde farkındalık yaratacağı değerlendirilmektedir.

Anahtar Kelimeler: Liderlik Tarzları, İş Tatmini, Konaklama Endüstrisi.

JEL Kodları: M1, M12, Z32, L83.

‘Bu çalışma Araştırma ve Yayın Etiğine uygun olarak hazırlanmıştır.’

1. INTRODUCTION

The hospitality industry is an important determinant of countries’ economic development as well as a significant source of employment. Due to the sector’s excessive dependence on human resources, it requires substantially qualified human sources (Liu & Wall, 2006). However, the lack of a qualified labor force is an important issue which the hospitality industry must contend (Ashton, 2018; Zopiatis, Constanti & Theocharous, 2014). This problem remains a priority that needs to be resolved as it threatens the continuing viability of the fast-growing hospitality industry (Davidson & Wang, 2011).

The turnover costs the qualified employees in the organization reaches 200% of the annual salary (Allen, Bryant & Vardaman, 2010). Moreover, the hospitality industry has been struggling with high turnover for a long time (Stamolamproset et al., 2019) and unfortunately, this problem continues to increase by 72.1% (Ruggless, 2016). Therefore, the hospitality industry is characterized by high employee turnover in the literature (Stamolampros et al., 2019).

Karatepe et al. (2006) emphasized that low job satisfaction is the basis of the high intention to leave the hospitality industry. Pizam and Thornburg (2000), supporting Karatepe et al.

(2006), stated that almost 90% of employees decided to leave their jobs due to lack of job satisfaction. In a study conducted by Ashton (2018) on hotels, it was estimated that a 1% increase in employee satisfaction will result in a 54% increase in employees' intention to remain at work. In this sense, increasing the job satisfaction of the employees will eliminate an important problem experienced by the hospitality industry.

Employees with high job satisfaction tend to provide quality service to customers (Kong et al., 2018) and are more positive, productive and creative than those without job satisfaction (Korkmazer & Ekingen, 2017). The lack of job satisfaction causes some undesirable consequences, including reduced productivity, profitability and customer satisfaction (Book, Gatling & Kim, 2019). Stamolampros et al. (2019) emphasized that employees with high job satisfaction provide higher returns, particularly in the hospitality industry where service quality is considered as a critical success factor. From this perspective, increasing job satisfaction is a very important issue that enables organizations to achieve a sustainable competitive advantage in the hospitality industry (Ashton, 2018; Cheng & Yi, 2018). Due to its importance, job satisfaction has become an important research topic for researchers investigating the hospitality sector (Ashton, 2018; Kong et al., 2018).

Hotels operating in the hospitality industry are becoming increasingly aware that the lack of effective management of human resources could lead to companies experiencing large scale economic losses within the industry (Şeşen, Sürücü & Maşlakçı, 2019; Zopiatis, Constanti & Theocharous, 2014). This awareness has led organizations to change their perspectives towards the understanding of management. However, due to the nature of the hospitality industry, the management of people presents unique challenges for managers. Effectively managing human resources with an appropriate leadership style will increase efficiency and thus ensure survival within the rapidly changing and highly competitive environment (Suru-cu & Sesen, 2019). Therefore, it is important to understand the impact of leadership in the hospitality industry.

Studies focusing on the hospitality industry have shown that the leadership style adopted by managers is significantly related to the job satisfaction of hotel employees (Huang et al., 2016; Munir & Iqbal, 2018). In the literature, it is stated that leadership is a key factor contributing to the job satisfaction of employees. In fact, this is an expected situation as leaders can influence their subordinates and shape their attitudes and behaviors through their managerial talents. As a result, the use of an appropriate leadership style, which is an important determinant of job satisfaction, will increase the efficiency of the hospitality industry while simultaneously increasing the job satisfaction of the employees (Erkutlu, 2008). Rothfelder, Ottenbacher and Harrington (2012) mentioned that leadership as an empirical research subject has studied in various industries, although there is been minimal focus in the hospitality industry. For this reason, the hospitality industry has been chosen as the research universe. Thus, the research will contribute to the gap in the literature on the hospitality industry.

This study on the hospitality industry contributes to the literature in three ways. Firstly, although the effect of leadership on employees has been researched in various industries, there is a gap with regard to the hospitality industry (Rothfelder et al., 2012). In this context, this study: (a) contributes by filling this gap in the hospitality industry; (b) attempts to improve the quality of service in hotels by identifying factors affecting job satisfaction among hotel employees; and finally (c) the findings raise awareness among managers in the hospitality industry and enable managerial recommendations to be made for human resources managers. The research consists of three parts. In the first part, the literature on the relationship between leadership styles and job satisfaction is discussed and the relationship between the variables is mentioned. In the second part, the findings are shared. In the last section, the findings are discussed and some valuable recommendations are made for managers operating in the hospitality industry.

1. Literature Review

1.1. The Importance of Job Satisfaction in the Hospitality Industry

Social, political and economic transformations resulting from globalization have changed the hospitality industry significantly and increased its footprint across the world (Baquero et al., 2019). In this context, competition among hotels is increasing and hotel managers are focused on increasing service quality in order to gain a competitive advantage (Min & Min, 1997). Providing quality service in the hospitality industry is one of the most important factors that provides a sustainable competitive advantage as it increases confidence in the competitive market (Naseem, Ejaz & Malik, 2011; Surucu & Sesen, 2019). It is not possible for hotels that cannot provide quality service to survive in this competitive environment. In hotels, most services are provided by employees (Kong et al., 2018). Therefore, employees play an important role in determining success (Gani, Ghani & Nujum, 2019). The success criterion for hotels is to satisfy customers by providing quality service (Yuan & Jiaqing, 2019).

Customer satisfaction requires the combined efforts of hotel staff. However, the jobs performed by employees within hotels can be very difficult and demanding (Cheng & Yi, 2018). This is because while hotel employees try to satisfy their customers, they also have to struggle with long working hours, multitasking requirements and stressful working environments (Ashton, 2018; Şeşen, Sürücü & Maşlakçı, 2019). Previous studies on hotel staff have stressed that they are more vulnerable to negative consequences such as stress, burn-out, “emotional injury”, violence and physical injuries (Huertas-Valdivia, Gallego-Burín & Lloréns-Montes, 2019). Considering all the above, the job satisfaction of hotel employees is lower than other sectors (Kong et al., 2018). While the low level of job satisfaction reduces the quality of service, the intention to quit that it causes creates a serious financial burden for

the hotels. The determination of how hotel employees' job satisfaction can be increased is significantly important (Yuan & Jiaqing, 2019).

While Locke (1976) defined job satisfaction as “*a pleasant or positive emotional state arising from the evaluation of one's work or work experiences*”, Gani et al. (2019) defined it as “positive feelings that an employee feels towards work.” In line with all these definitions, it is clear that job satisfaction is a psychological situation that reflects the positive feelings of the employee towards their job. These positive emotions, resulting from job satisfaction, increase both physical and mental health along with individual productivity, and can accelerate the process of employees learning new business skills the ability of (Cheng & Yi, 2018). They also contribute to the provision of quality service and sustainability, meaning that increasing job satisfaction among employees is of ongoing interest for social scientists and managers

Organizational behavior researchers predict that job satisfaction will provide high profits to companies by increasing the job performance of employees (Prabowo et al., 2018) and the quality of service offered to customers (Choi & Kim, 2012; Stamolampros et al., 2019). In addition, it is stated that job satisfaction is an important factor that reduces employee absenteeism (Yang, 2010) and greatly reduces the intention to quit (Cheng & Yi, 2018).

According to the findings of previous studies, it is clear that job satisfaction is very important for the hospitality industry. The literature on the hospitality industry emphasizes that appropriate leadership styles should be applied to maximize the job satisfaction of hotel employees (Prabowo et al., 2018). The leader can influence and direct the employees by their position. Leadership styles in hotels are more important than other industries because unexpected results of the leadership style will affect the quality of service and therefore customer loyalty (Kara et al., 2013). In this sense, managers should direct and support employees (Ashton, 2018). As a result, understanding the influence of the leader in the hotel industry is vital to gain a competitive advantage through the effectively management of employees.

1.2. The Relationship Between Leadership and Job Satisfaction

Due to its importance, leadership is one of the most discussed topics in social sciences (Bass & Avolio, 1990). Leadership is defined as a process in which employees are influenced by leaders and their behavior is directed to achieve corporate goals (Munir & Iqbal, 2018). In line with this definition, it is clear that each leader is unique with different abilities (Eliyana & Ma'arif, 2019). Based on these unique talents of the leader, researchers have revealed many leadership styles. However, the overlap between these discussed leadership styles is extremely problematic. The basis of this problem lies in the efforts of leadership researchers to create new leadership theories without trying to compare the validity of existing theories (Derue et al., 2011; Sürücü & Yeşilada, 2017). Although researchers have claimed that the leadership styles they stated are conceptually different, there are some similarities in terms

of the definition of the leader, impact processes and results (Sürücü & Yeşilada, 2017; Yukl, Gordon & Taber, 2002). However, the subject of our research is not to discuss these overlaps. For this reason, based on the “full-scale leadership” model of Bass (1985), transactional, transformational and laissez-faire leadership styles are included in the research. The “transactional, transformational and laissez-faire” leadership styles that form the “full-scale leadership” model proposed by Bass (1985) are widely accepted in the literature.

Transformational leadership, in line with the goals and strategies of the organization; undisputedly in the literature, it is the most researched leadership style in terms of affecting the motivation, well-being and business attitudes of the employees (Skogstad et al., 2015; Şeşen, Sürücü & Maşlakçı, 2019). According to Bass, the success of a transformational leader is demonstrated by both increased performance results and the degree to which followers develop their own leadership potential and skills (Bass & Avolio, 1990). Prabowo et al. (2018) mentioned that transformational leadership is the most appropriate leadership styles for the hospitality industry, considering the changing nature of the hospitality industry. The reason for this is that transformational leadership can influence employees by shaping the direction and mission of the organization. Transformational leaders increase the motivation of the employees by making intense efforts to understand their needs and desires through sincere communication and interaction. In addition, they make an important contribution to increasing the job satisfaction levels of employees through the trustworthy and supportive environment they create (DeRue et al., 2011).

In a recent study, Eliyana and Ma’arif (2019) emphasized that transformational leadership has a direct impact on job satisfaction and organizational commitment. Meta-analysis studies also support this finding (Judge & Piccolo, 2004). Research into the hospitality industry shows that perceived transformational leadership has a significant effect on the job satisfaction of the employees (Ashton, 2018; Prabowo et al., 2018; Piccolo et al., 2012). In this context; the following hypothesis is proposed:

Hypothesis 1: Transformational leadership affects the job satisfaction of hotel employees in a significant and positive way.

While transformational leadership is focused on change and development, transactional leadership is usually effective for maintaining the status quo (Bass, 1985; Bass & Avolio, 1990; Şeşen, Sürücü & Maşlakçı, 2019). Transactional leaders work to best meet the needs of employees based on Maslow’s hierarchy of needs. Bass (1985) defined transactional leadership as an active form of management where the leader monitors the performance of employees in line with organizational goals and takes appropriate action (penalty-reward) depending on whether employees meet the standards (Bass & Avolio, 1990). Based on the definition of Bass (1985), it is clear that the transactional leader motivates hotel staff through reward and punishment. In fact, this leadership style indicates a clear chain of command, where targets are predefined, employee performance is tracked, and the employee is rewarded or punished

according to the situation. Adopting this type of leadership, the executive closely monitors the execution of tasks and takes corrective actions when deviations from targets are detected (Northouse, 2013; Sürücü, Yeşilada & Maşlakçı, 2018). In addition, the transactional leader serves the organization as a whole in terms of the settlement of disputes within the organization (Torlak & Kuzey, 2019). In this respect, in the hotel environment, the transactional leader plays a key role in reducing employee anxiety because hotel employees tend to rely on managers' advice to fulfill their duties in uncertain situations while dealing with their customers (Şeşen, Sürücü & Maşlakçı, 2019; Quintana, Park & Cabrera, 2015). In line with the above discussions, it is considered that the operational leader will positively increase job satisfaction. Researches show that transactional leadership increases job satisfaction (Ash-ton, 2018; Torlak & Kuzey, 2019). The following hypothesis is proposed to be investigated in line with the theoretical framework and studies.

Hypothesis 2: Transactional leadership affects the job satisfaction of hotel employees in a significant and positive way.

Laissez-faire leadership can be perceived as the reverse of transactional leadership, as it focuses on helping employees solve the problems they face on a daily basis (Şeşen, Sürücü & Maşlakçı, 2019). As a result of its passive component, laissez-faire leadership has often been criticized in the literature due to its ineffectiveness, and therefore, many researchers view laissez-faire leadership as a non-leadership management approach (Sürücü, Yeşilada & Maşlakçı, 2018; Skogstad et al., 2015). However, with respect to liberal leadership, Bass and Avolio (1994) stated that "avoidance or absence of leadership is the most ineffective way according to almost all research in terms of leadership". Managers who prefer this style of leadership do not help their employees by avoiding taking responsibility and making decisions. In this sense, they negatively affect the psychological health of the members of the organization (Nguyen et al., 2017; Şeşen, Sürücü & Maşlakçı, 2019). Hotel employees cannot obtain sufficient help when they need to deal with a critical issue and this will have certain negative psychological effects on them (Nguyen et al., 2017). Recent research indicates that laissez-faire leadership increases work stress (Che et al., 2017) and bullying in the workplace, and lowers work confidence (Glambek, Skogstad & Einarsen, 2018). In addition to these psychological effects, studies shown that it is negatively related to stress, burnout, emotional exhaustion and job satisfaction (Madera, Dawson & Guchait, 2016). Some studies have also shown that laissez-faire leadership has negative psychological effects on employees. Considering the negative effects of laissez-faire leadership on employees' well-being and psychology, it is considered that this type of leadership will negatively affect job satisfaction. In the studies of DeRue et al (2011) supporting the literature, it is stated that the laissez-faire leadership negatively affects job satisfaction. The following hypothesis is proposed to be investigated in line with the theoretical framework and studies.

Hypothesis 3: Laissez-faire leadership affects the job satisfaction of hotel employees in a significant and positive way.

2. METHOD

Before the questionnaire was administered to the sample group, it was administered to a pilot group of 40 people. Questions that were not understood or caused hesitation were rearranged and then reapplied to the same group. The questionnaire results of the pilot application were analyzed with IBM SPSS 23 program and its reliability was tested. The questionnaire was administered to the sample with a sufficient reliability level.

The study was conducted on employees of five-star hotels in Turkey's Alanya. The survey study was carried out for two weeks (in June) and was applied to the participants selected by convenience sampling method. 500 questionnaires were prepared to collect survey data. The human resources managers of the hotels were interviewed by a team of 4 people, including the researchers. Surveys were delivered to the managers of the hotels where the research was permitted, in a sealed envelope and the surveys were collected in a sealed envelope. Feedback was provided for 385 questionnaires out of 500 prepared. When the obtained questionnaires were examined, 74 questionnaires that were not filled or were found to be filled incorrectly were not included in the study. Thus, the research was completed over 311 survey data.

Alanya is one of Turkey's most important tourism centers. The development of tourism in the city has led to the development of travel businesses, entertainment businesses and other sectors, especially food and beverage businesses, as well as touristic businesses (Tekin, 2012). In this context, tourism is an important source of income for Alanya as well as a serious source of employment for the people of the region (Tekin, 2012). For this reason, Alanya was chosen as the research universe. Five-star hotels were chosen as analysis units since they were considered to have a professional management understanding and well-developed human resources management structures (Torlak & Kuzey, 2019).

A number of studies were conducted to maximize the reliability of the research and to minimize common method bias. Firstly, the scales whose validity and reliability were tested were used and variables were mixed to prevent the participants from sensing the research model and questions. In addition, the questionnaires that each employee filled were returned in a sealed envelope. The 311 questionnaires obtained were then analyzed.

2.1. Scales

In the research, a questionnaire with 26 questions consisting of three different scales was used.

Demographic Structure: It consists of six questions aimed at determining the characteristic features of the employees.

Leadership Styles: In this study, leadership styles are independent variables. The three-dimensional leadership scale developed by Avolio and Bass (1995) was used to determine the

perceived leadership style. All questions of the scale are from 1 (“strongly disagree”) to 5 (“strongly agree”) in a 5-point Likert system. Sample scale questions include: “Every time I perform well, manager gives me positive feedback”, “It avoids getting involved in matters when it is needed”, “It sets an example for employees with their behavior”. The Cronbach’s alpha reliability coefficients of the scales are (transformational leadership = 0.771, transactional leadership = 0.739, laissez-faire leadership = 0.679)

Job Satisfaction: Job satisfaction is the dependent variable of this research. It was measured using a one-dimensional five-item scale developed by Hackman and Oldham (1975). The scale was adapted to Turkish by Basım and Şeşen (2009). The scale was prepared in the 5-point Likert system. Sample questions related to the scale include: “My job satisfies me in general.” The Cronbach’s alpha reliability coefficient of the scale is 0.79.

Control Variables: In researches on organizational behavior, it is important to control the factors affecting the dependent or independent variables in order to generate correct results. Based on an examination of the relevant literature, it has been determined that various demographic factors are associated with job satisfaction (Derue et al., 2011). For this reason, demographic variables, which are determined to be important predictors of job satisfaction, have been taken under control.

3. RESULTS

The demographic characteristics of the participants included in the research are presented in Table 1.

Table 1: Demographic Features of the Participants

Variables	Content	N	%	Variables	Content	N	%
Gender	Female	145	46.6	Marital Status	Single	219	70.4
	Male	166	53.4		Married	92	29.6
Age	≤ 25	146	46.9	Education	Primary Education	11	3.5
	26-30	96	30.9		High School	97	31.2
	31-35	42	13.5		Associate degree	41	13.2
	36-40	15	4.8		License	149	47.9
	≥ 41	12	3.9		Postgraduate	13	4.2
Job Experience	≤ 1 Year	123	39.5	Work Department	Front office	34	10.9
	1-5 Years	123	39.5		Food & Drink	127	40.8
	6-10 Years	43	13.9		Housekeeping	81	26.1
	≥ 10	22	7.1		Other	69	22.2
Total		311	100	Total		311	100

When Table 1 is analyzed, it is seen that the majority of the participants were in the “25 and under age group” (46.9%) and single (70.4%). In addition, 79% of the employees had five and under years of work experience.

To test the structural validity of the scales, factor analysis was performed using the varimax technique, one of the orthogonal rotation techniques using the principle component analysis method. Hair et al. (2014) state that the structure is valid if the factor load is above 0.40. As seen in Table 2, factor loads are between 0.515 and 0.727. These values show that the scales used in the study have structural validity.

Table 2: Factor Loading for Each Item Based on Constructs

Constructs	Items	Factor loading
Transformational Leadership	Item 1	.733
	Item 2	.580
	Item 3	.515
	Item 4	.628
	Item 5	.587
	Item 6	.563
Transactional Leadership	Item 1	.567
	Item 2	.650
	Item 3	.637
	Item 4	.654
	Item 5	.624
Laissez-faire Leadership	Item 1	.584
	Item 2	.608
	Item 3	.598
	Item 4	.675
Job Satisfaction	Item 1	.489
	Item 2	.606
	Item 3	.668
	Item 4	.792
	Item 5	.727

Since statistical methods have certain assumptions, it is important to determine the distribution of data (Sürücü & Maslakçı, 2020). Skewness and kurtosis values were checked to determine the distribution of the data. Skewness and kurtosis values were found to be between +1.5 and -1.5 in the analysis. These values show that the data have a normal distribution (Hair et al., 2014).

To determine the direction and strength of the correlation between the variables included in the research, the Pearson correlation coefficient was calculated using the IBM SPSS 23 program and the results are shown in Table 3.

Table 3: Mean, Standard Deviation, Correlation

Variables	Mean	Sd	1.	2.	3.	4.
1. Transformational Leadership	3.54	.76	(0.77)			
2. Transactional Leadership	3.42	.69	.706**	(0.74)		
3. Laissez-faire Leadership	2.92	.91	-.197**	.037	(0.68)	
4. Job Satisfaction	3.42	.81	.543**	.462**	-.083	(0.79)

* $p < 0.10$ ** $p < 0.05$ (N = 311) Cronbach' alpha coefficients are shown in parentheses.

When Table 3 is examined, it is noteworthy that the Cronbach's alpha coefficients of the variables are between 0.68 and 0.79. This is above the minimum value of 0.60, which is considered an indication of the reliability of the scale. These values show that the internal consistency of the factors is good. The results of the correlation analysis show that transformational and transactional leadership has a significant and positive relationship with job satisfaction, while laissez-faire leadership has no significant relationship with job satisfaction. However, the transformational leadership perceptions of the hotel employees (mean 3.54) are higher than the transactional and laissez-faire leadership perceptions.

Regression analysis was applied to determine the effect of leadership styles on job satisfaction. In the first stage of the regression analysis performed in two stages, demographic features were taken under control, in the second stage; independent variables were included in the model.

Table 4: Regression Results

Variables	Job Satisfaction	
	Model 1	Model2
Gender	-.153	-.100**
Age	-.102	-.121
Education Status	-.154	-.107
Transformational Leadership		.459***
Transactional Leadership		.186**
Laissez-faire Leadership		-.004
<i>F</i>	1.202	21.153***
<i>R</i> ²	.002	.302

** $p < 0.05$ *** $p < 0.001$

Transformational leadership ($\beta = .459$, $p < .001$) and transactional leadership ($\beta = .186$, $p < .05$), while demographic variables (gender, age and educational status) are under control, affect job satisfaction significantly and positively. However, it seems that laissez-faire leadership has no significant effect on job satisfaction. In line with the research findings, while Hypothesis 1 and 2 were accepted, hypothesis 3 was rejected.

4. DISCUSSION

The leadership styles used in the hospitality industry plays an important role in achieving the positive behaviors of the employees (Huertas-Valdivia et al., 2019). This study aims to increase the quality of service in hotels by studying the effects of different leadership styles on job satisfaction. For this purpose, the effects of transformational, transactional and laissez-faire leadership styles on job satisfaction were examined. The main findings are as follows.

The findings of the research with regard to transformational leadership are parallel to the results of other studies in the literature (Eliyana & Ma'arif, 2019; Prabowo et al., 2018). The transformational leader works intensely to reach the organizational aims by communicating and interacting with hotel staff. Thus the motivation of the hotel staff increases when they feel their leader is working for them. In addition, the trustworthy and supportive environment provided by the leader contributes to increasing the job satisfaction levels of the hotel employees. This finding obtained in the research shows that hotel managers who want to succeed in a rapidly changing and globalizing work environment should demonstrate transformational leadership behaviors rather than transactional and laissez-faire leadership styles.

The results of the research show that transactional leadership is not as effective on job satisfaction as transformational leadership, but it is effective in increasing the job satisfaction of hotel employees. Due to the nature of the hospitality industry, it is full of uncertainty. Hotel employees must deal with uncertainty in their work while providing services to customers. For this reason, hotel employees ask their managers for help due to the uncertainties they face. Transactional leaders play a key role in reducing hotel workers' worries. However, transactional leaders closely follow the execution of tasks and take corrective measures when they detect deviations from targets (Northouse, 2013). This approach in transactional leadership behavior will be an important factor for hotel employees to perform their job-related tasks efficiently and maintain their positive and optimistic feelings, values and perceptions about work (Torlak & Kuzey, 2019). While this increases the motivation of the employees, it also contributes to the formation of job satisfaction. This finding obtained in the scope of the research is consistent with previous researches, which stated that the transactional leadership approach can be effective in combating the problems and uncertainty employees face and increasing their job satisfaction (Ashton, 2018; Torlak & Kuzey, 2019).

The research has revealed some interesting findings in terms of the analysis of the effect of laissez-faire leadership on job satisfaction. Contrary to expectation, our research shows that laissez-faire leadership has no effect on job satisfaction. Having considered the negative psychological effects of laissez-faire leadership on employees, it is expected that it will negatively affect job satisfaction. This finding differs from the work of Munir and Iqbal (2018), who found that laissez-faire leadership negatively affects job satisfaction. There are two pos-

sible explanations for this difference. Firstly, employees' perceptions of leadership differ according to the organization's industry, culture and demographic characteristics of the employees (Huertas-Valdivia et al., 2019). This study was specifically conducted in the summer months when the hospitality industry was concentrated and the majority of the employees were young people. This may have led to differences in laissez-faire leadership perceptions.

Another reason may be due to the cross-sectional design of the study. Cross-sectional studies cover the specific time when the research was conducted. However, the effects of leadership can manifest over time (see, Martinko et al., 2013). This systematic lack of time to examine the effects of leadership can lead to different outcomes in terms of the impact of leadership on individual and organizational outcomes. Skogstad et al. (2015) stated that the relationship between leadership styles and job satisfaction differ cross-sectionally with longitudinal designs and that the laissez-faire leadership style can have a cumulative effect over time. In fact, in his study conducted on the same sample group 6 months and 2 years later, he examined the effect of the laissez-faire leader on job satisfaction, and while the laissez-faire leader had no effect in the first study (6th month), it was determined in the study conducted 2 years later that he did have a significant effect. When considered in this context, this finding obtained may be considered reasonable due to the cross-sectional design of the research.

Success in the hospitality industry depends on the service skills of the employees. The literature states that employees with high job satisfaction tend to provide quality service to customers (Kong et al., 2018). Therefore, in order to ensure that the employees provide excellent service to the customers, it is necessary to increase their job satisfaction. Low levels of job satisfaction in employees produce a number of negative consequences such as customer dissatisfaction as well as reduced productivity and profitability. In this context, our research findings reveal valuable results for the hospitality industry and human resources managers in particular. One of the main implications of the research is that leadership is very important for the hospitality industry. In fact, leaders should be able to anticipate changes in the hospitality industry, to maximize the efficiency and profitability of the organization and to achieve the company's goals (Erkutlu, 2008).

CONCLUSION

Managers in the hospitality industry use a variety of leadership styles to influence employees and ensure the smooth operation of the organizations. Acting in ways that motivate and inspire their employees as well as creating a supportive organizational climate by making intense efforts to understand needs and desires are examples of transformational leadership behaviors. On the other hand, a management style based on the penalty reward system, while maintaining the current status quo, is defined as transactional leadership, while the avoidance

or absence of leadership refers to a laissez-faire leadership approach. The empirical studies conducted in the hospitality industry, including this research, show that adopting transformational leadership behaviors will contribute to increasing employee satisfaction and hence high efficiency. Based on these findings, those managers who want to achieve a healthy and sustainable competitive advantage in the hospitality industry should exhibit transformational leadership behaviors, which are key to the success in the hospitality industry which is a dynamically evolving environment. However, Khan (2018) stated that transformational leadership can be improved through education. Hence, if human resources managers can teach transformational leadership to managers at all levels within an organization, they can positively impact the firm's performance. In addition, it would be beneficial to plan training for human resources managers to recruit staff who are suitable for the transformational leadership style and to acquire transformational leadership characteristics in training.

Hospitality industries follow the classic central decision making model, where traditional management styles are dominant. However, many unforeseen situations can arise in the hospitality industry. If employees are not responsible for making decisions, it is possible to prevent problems being solved quickly and providing quality service to customers (Huertás-Valdivia et al., 2019). Every customer and service experience is different in the hospitality industry and employees must have some degree of autonomy and discretion to meet their different needs, demands and expectations. All of these pose unique challenges for industry executives while attempting to increase employee satisfaction and service quality. Therefore, managers should be aware of the effects the leadership styles they apply can have on employees. In cases where the leadership behavior does not comply with organizational requirements, managers should take corrective action. As a result, each leader is unique with different abilities and hotels need to create a talent map for their chosen structural positions.

The study has some limitations. The leadership styles were analyzed based on the questionnaires that were answered only by the employees and not by the leaders. It should be considered that this approach may cause bias and errors in the interpretation of the results. Also, while examining the findings, it is important not to ignore sectorial and regional differences in terms of generalizability. The research was conducted in Turkey's Alanya province. It is recommended that other countries and different industries should be included to expand this research and compare the results accordingly.

LİDERLİK TARZLARININ İŞ TATMİNİNE ETKİSİ: KONAKLAMA ENDÜSTRİSİNDE BİR ARAŞTIRMA

1. LİTERATÜR

Konaklama sektörleri, ülkelerin ekonomik kalkınmalarında önemli bir belirleyicisi ve aynı zamanda ülkeler için ciddi bir istihdam kaynağıdır. İnsan kaynağına aşırı bağımlılığı nedeniyle sektör, ciddi oranda nitelikli insan sermayesine ihtiyaç duyar (Liu & Wall, 2006). Bununla birlikte nitelikli personelin istihdam edilememesi, konaklama sektörünün önemli bir sorunudur (Ashton, 2018; Zopiatis, Constanti & Theocharous, 2014). Bu sorun, hızlı büyüyen konaklama sektörünün sürdürülebilirliğini tehdit ettiği için çözülmesi gereken öncelikli bir konu olmaya devam etmektedir (Davidson & Wang, 2011). Özellikle nitelikli çalışanların örgüt içerisinde tutulmamasından kaynaklı çalışan değiştirme maliyetleri, konaklama sektörü için bir çalışanın yıllık maaşının %200'üne ulaşmaktadır (Allen, Bryant & Vardaman, 2010). Üstelik konaklama sektörü uzun zamandır yüksek işten ayrılmalarla mücadele ederken (Stamolampros, Korfiatis, Chalvatzis & Buhalis, 2019) bu oran % 72.1'e yükselmiştir (Ruggless, 2016). Tüm bu nedenlerden dolayı konaklama sektörü, literatürde yüksek çalışan devir hızı ile nitelendirilen bir sektör olarak anılmaktadır (Stamolampros vd., 2019).

Karatepe vd. (2006), konaklama sektöründeki işyerinden ayrılma niyetinin yüksek olmasının temelinde düşük iş tatmini olduğuna vurgu yapmaktadır. Karatepe vd.'yi (2006) destekler nitelikte Pizam ve Thornburg (2000), konaklama sektörü çalışanlarının neredeyse % 90' nın iş tatminin olmaması nedeniyle işlerinden ayrıldığını belirtmektedir. Ashton (2018) oteller üzerinde yaptığı araştırmada çalışanların iş tatminindeki %1'lik artışın, çalışanların işte kalma niyetinde %54'lük bir artışla sonuçlanacağını tahmin etmektedir. Bu anlamda çalışanların iş tatminin artırılması konaklama sektörünün yaşadığı önemli bir problemi ortadan kaldıracaktır.

Konaklama sektörüne yönelik yapılan araştırmalar, yöneticiler tarafından benimsenen liderlik tarzının, otel çalışanlarının memnuniyeti ve iş tatmini ile önemli ölçüde ilişkili olduğunu göstermiştir (Huang, Li, Qiu, Yim & Wan, 2016; Munir & Iqbal, 2018). Literatür, liderliğin örgüt çalışanlarının iş tatminine katkıda bulunan ana bir faktör olduğunu belirtmektedir. İş tatmininin önemli bir belirleyicisi olan liderlik, çalışanların iş tatminini artırırken konaklama sektörünün de verimliliğini artırmaktadır (Erkutlu, 2008). Rothfelder, Ottenbacher ve Harrington (2012) ampirik araştırma konusu olarak liderliğin çeşitli endüstrilerde araştırıldığını fakat konaklama sektöründe oldukça ihmal edildiğini belirtmektedir.

Prabowo vd. (2018) dönüşümsel liderliğin konaklama sektörü için en uygun liderlik tarzı olduğuna vurgu yapmaktadır. Bunun nedeni, dönüşümsel liderliğin, organizasyonun yönünü ve misyonunu şekillendirerek çalışanlarını etkileyebilmesidir. Dönüşümsel liderler, samimi

iletişim ve etkileşim yoluyla çalışanların ihtiyaç ve isteklerini anlama konusunda yoğun çaba sarf ederek çalışanlarını motive eder ve motivasyonlarını artırır. Bununla beraber oluşturdukları güven ve destek ortamıyla çalışanların iş tatmin seviyelerinin artırılmasına önemli bir katkı sağlarlar (DeRue vd., 2011).

Yakın tarihli bir araştırmada Eliyana & Ma'arif (2019), dönüşümsel liderliğin iş tatmini ve örgütsel bağlılık üzerinde doğrudan önemli bir etkisinin olduğuna vurgu yapmaktadır. Geçmiş dönemde yapılan meta analiz çalışmalar da bu bulguyu destekler niteliktedir (Judge & Piccolo, 2004). Konaklama sektörüne yönelik yapılan araştırmalar incelendiğinde ise algılanan dönüşümsel liderliğin çalışanların iş tatmini üzerinde önemli bir etkisi olduğu görülmektedir (Ashton, 2018; Prabowo vd., 2018; Piccolo vd., 2012). Teorik çerçeve ve yapılan çalışmalar doğrultusunda araştırılmak üzere aşağıdaki hipotez önerilmiştir.

Hipotez 1: Dönüşümsel liderler otel çalışanlarının iş tatminini artırır.

Dönüşümsel liderlik değişim ve gelişim odaklıyken, statükoyu korumak için genellikle işlevsel liderlik yeterlidir (Bass, 1985; Bass & Avolio, 1990). İşlevsel liderler, Maslow'un ihtiyaçlar hiyerarşisine göre çalışanların ihtiyacını en iyi seviyede karşılamak için çalışırlar. Bass (1985) işlevsel liderliği, liderin örgütsel hedefler doğrultusunda çalışanların performansını izlediği ve çalışanların standartları karşılamaması durumunda düzeltici önlem (ceza-ödül) aldığı aktif bir yönetim şekli olarak tanımlamaktadır (Bass & Avolio, 1990). Bass'ın tanımından yola çıkarak işlevsel liderlerin otel çalışanlarını ödül ve ceza yoluyla motive ettikleri açıktır. Bu tarz liderliği benimseyen yönetici görevlerin yürütülmesini yakından takip ederek, hedeflerden sapmalar tespit ettiğinde düzeltici önlemler almaktadır (Northouse, 2013). Ayrıca işlevsel lider, örgüt içerisinde anlaşmazlıkların çözümünde örgüte bir bütün olarak hizmet vermektedir (Torlak & Kuzey, 2019). Bu yönüyle işlevsel lider otel çalışanların endişelerini azaltmada temel bir rol oynamaktadır, çünkü otel çalışanları, müşterileriyle ilgilenirken belirsiz durumlarda görevlerini yerine getirmeleri için yöneticilerin tavsiyelerine güvenme eğilimindedir (Quintana, Park & Cabrera, 2015). Yukarıdaki tartışmalar doğrultusunda işlevsel liderin iş tatminini olumlu yönde artıracığı değerlendirilmektedir. Yapılan araştırmalar işlevsel liderliğin iş tatminini artırdığını vurgulamaktadır (Ashton, 2018; Torlak & Kuzey, 2019). Teorik çerçeve ve yapılan çalışmalar doğrultusunda araştırılmak üzere aşağıdaki hipotez önerilmiştir.

Hipotez 2: İşlevsel liderler otel çalışanlarının iş tatmini artırır.

Serbest bırakıcı liderlik, çalışanların günlük olarak karşılaştıkları sorunları çözmelerine yardımcı olmaya odaklandığını vurgulayan işlevsel liderliğin tersi olarak algılanabilir. Serbest bırakıcı liderlik, örgüt içerisinde yaşanan sorunların çözümünde etkisiz kalması nedeniyle literatürde sıklıkla eleştirilmektedir. Bu nedenle birçok araştırmacı serbest bırakıcı liderliği, liderlik dışı bir yönetim anlayışı olarak görmektedir (Skogstad vd., 2015). Bununla birlikte, Bass ve Avolio (1994) serbest bırakıcı liderliği "liderlikten kaçınılması veya lider yokluğu,

liderlik tarzı olarak neredeyse tüm araştırmalara göre en etkin olmayan ve en etkisiz olanı” olarak tanımlamıştır. Bu tarz liderlik biçimini tercih eden yöneticiler, sorumluluk almak ve karar vermekten kaçınarak çalışanlarına yardımcı olmazlar. Bu anlamda örgüt üyelerinin psikolojik sağlığını olumsuz yönde etkileyen zemin oluşturmaktadırlar (Nguyen, Teo, Grover & Nguyen, 2017). Otel çalışanlarının kritik bir konuda yardıma ihtiyaç duyduklarında yeterli yardımı alamaması muhtemelen otel çalışanlarda bir tür olumsuz psikolojik etkiler yaratacaktır (Nguyen vd., 2017). Yakın tarihli araştırmalar serbest bırakıcı liderliğin iş stresi (Che, Zhou, Kessler & Spector, 2017) ve işyerinde zorbalığı artırdığını ve iş güvenini düşürdüğünü (Glambek, Skogstad & Einarsen, 2018) belirtmektedir. Serbest bırakıcı liderliğin çalışanların refahına ve psikolojisine olumsuz etkileri düşünüldüğünde, bu tarz bir liderliğin iş tatminini olumsuz etkileyeceği değerlendirilmektedir. Literatürü destekler nitelikte DeRue vd. (2011) meta çalışmalarında serbest bırakıcı liderliğin iş tatmini olumsuz etkilediğini belirtmektedir. Teorik çerçeve ve yapılan çalışmalar doğrultusunda araştırılmak üzere aşağıdaki hipotez önerilmiştir.

Hipotez 3: Serbest bırakıcı liderlik iş tatmini olumsuz etkiler.

2. ARAŞTIRMA YONTEMİ VE BULGULAR

Araştırma Alanya/Türkiye’de faaliyet gösteren beş yıldızlı otel çalışanları üzerinden yapılmıştır. Beş yıldızlı oteller, profesyonel yönetim anlayışına ve iyi gelişmiş insan kaynakları yönetimi yapılarına sahip olduklarından, analiz birimi olarak seçilmiştir (Torlak & Kuzey, 2019). Araştırmanın güvenilirliğini en üst düzeye çıkarmak ve ortak yöntem yanlılığı en aza indirmek için bir dizi çalışma yapılmıştır. Öncelikle geçerliliği ve güvenilirliği test edilmiş ölçekler kullanılmış ve katılımcıların araştırma modelini ve sorularını sezmelerini engellemek için değişkenler karıştırılmıştır. Ayrıca her çalışanın doldurulmuş olduğu anketler kapalı zarf ile bizzat anketi dolduran çalışandan alınmıştır. Veri analizleri 311 anket üzerinden yapılmıştır.

Demografik değişkenler (cinsiyet, yaş ve eğitim durumu) kontrol altında iken dönüşümsel liderlik ($\beta=.459, p<.001$) ve işlevsel liderlik ($\beta=.186, p<0.05$), iş tatminini anlamlı ve pozitif yönde etkilediği tespit edilmiştir. Bununla beraber, serbest bırakıcı liderliğin iş tatmini üzerinde anlamlı etkisinin olmadığı anlaşılmaktadır. Araştırma bulguları doğrultusunda Hipotez 1 ve 2 kabul edilirken, hipotez 3 red edilmiştir.

3. SONUÇ VE TARTIŞMA

Araştırmanın dönüşümsel liderliğe yönelik bulgusu literatürdeki diğer araştırma sonuçları ile paralellik göstermektedir (Eliyana & Ma’arif, 2019; Prabowo vd., 2018). Dönüşümsel lider,

otel çalışanlarıyla samimi iletişim ve etkileşim kurarak onların ihtiyaç ve istekleri yerine getirmek için yoğun çaba sarf eder. Liderinin kendileri için çaba gösterdiğini hissedenden otel çalışanlarının motivasyonu artar. Bununla beraber liderin sağladığı güven ve destek ortamı, otel çalışanların iş tatmini seviyelerinin artırılmasına katkı sağlar. Araştırmada elde edilen bu bulgu, hızlı değişen ve küreselleşen bir iş ortamında başarılı olmak isteyen otel yöneticilerinin, işlevsel ve serbest bırakıcı liderlik tarzlarından ziyade dönüşümsel liderlik davranışlarını göstermeleri gerekliliğini gösterir.

Araştırma sonuçları işlevsel liderliğin iş tatmini üzerinde dönüşümsel liderlik kadar etkili olmasa da otel çalışanlarının iş tatmininin artırılmasında etkili olduğu göstermektedir. Konaklama sektörünün doğası belirsizlikle doludur. Otel çalışanları müşterilere hizmet sunarken işle ilgili belirsizlikle de uğraşmak zorundadırlar. Bu nedenle otel çalışanları karşılaştıkları belirsizliklerle ilgili olarak yöneticilerinden yardım isterler. İşlevsel liderler otel çalışanların endişelerini azaltmada temel bir rol oynamaktadır. Bununla beraber işlevsel liderler görevlerin yürütülmesini yakından takip ederek, hedeflerden sapmalar tespit ettiğinde düzeltici önlemler almaktadır (Northouse, 2013). İşlevsel liderlik davranışındaki bu yaklaşım, otel çalışanlarının işle ilgili görevlerinin verimli bir şekilde yerine getirilmesinde ve işle ilgili olumlu ve iyimser duygularının, değerlerinin ve algılarının korumasında önemli bir faktör olacaktır (Torlak & Kuzey, 2019). Bu durum çalışanlarda motivasyonunu artırırken iş tatminlerinin oluşmasında katkı sağlayacaktır. Araştırma kapsamında elde edilen bu bulgu işlevsel liderlik yaklaşımının konaklama sektörün karşılattıkları sorun ve belirsizlikle mücadelede etkili olabileceğini ve çalışanlarda iş tatmininin artırabileceğini belirten önceki araştırmalarla tutarlıdır (Ashton, 2018; Torlak & Kuzey, 2019).

Araştırma, serbest bırakıcı liderliğin iş tatmini üzerinde etkisine yönelik analizlerinde bazı ilgi çekici bulgular ortaya çıkarmıştır. Araştırmamız serbest bırakıcı liderliğin iş tatmini üzerinde herhangi bir etkisinin bulunmadığını göstermektedir. Bu beklenen bir sonuç değildir. Çünkü serbest bırakıcı liderliğin çalışanlar üzerindeki olumsuz psikolojik etkileri düşünüldüğünde iş tatminini olumsuz etkilemesi beklenmektedir. Bu bulgu, serbest bırakıcı liderliğin iş tatminini olumsuz yönde etkilediğini tespit eden Munir ve Iqbal'in (2018) çalışmasından ayrılmaktadır. Literatür, çalışanların liderlik algılarının organizasyonun sektörüne, kültürüne ve çalışanların demografik özelliklerine göre farklılık gösterdiğini belirtmektedir (Huertás-Valdivia vd., 2019). Araştırma, turizmde yoğunluğun yaşandığı ve genç çalışanların yoğun olarak istihdam edildiği yaz aylarında yapılmıştır. Bu durum çalışanların serbest bırakıcı liderlik algılarında farklılığa sebep olmuş olabilir.

4. YÖNETİMSEL ETKİLER

Konaklama sektöründe başarı çalışanların müşterilere sundukları hizmet becerisine bağlıdır. Bu nedenle, çalışanların müşterilere mükemmel hizmet sunmalarını sağlamak için çalışanlar

da iş tatmininin artırılması gerekir. Çalışanlardaki iş tatmin eksikliği müşteri memnuniyetsizliği ve beraberinde verimlik ve karlılığın düşmesi gibi bir dizi olumsuz sonuçları beraberinde getirir. Araştırma bulgularımız bu bağlamda, konaklama sektörü ve özellikle insan kaynakları yöneticileri için yapıcı sonuçlar ortaya koymaktadır. Araştırmanın temel çıkarımlardan biri liderliğin konaklama sektörü için çok önemli olduğudur.

Konaklama sektöründe pek çok öngörülemeyen durum ortaya çıkabilir ve çalışanlara karar vermede sorumluluk verilmezse, sorunların hızlı bir şekilde çözülmesi ve müşterilere kaliteli hizmeti sunulması engellenebilir. Konaklama sektöründe her müşteri ve hizmet deneyimi farklıdır ve müşterilerin farklı ihtiyaçları, talepleri ve beklentilerini karşılamak için çalışanların bir dereceye kadar özerkliğe ve takdir yetkisine sahip olmalıdır. Tüm bunlar çalışanların iş tatmini ve hizmet kalitesini artırırken sektör yöneticileri için benzersiz zorluklar içermektedir. Dolayısı ile yöneticilerin uyguladıkları liderlik tarzlarının, çalışanlarda nasıl etki yarattığının bilincinde olmaları gerekir. Liderlik davranışının örgütsel gerekliliklere uymadığı durumlarda yöneticiler düzeltici önlemler almalıdır. Sonuç olarak her lider farklı yetenekleriyle benzersizdir ve oteller seçilen yapısal pozisyonları için bir yetenek haritası yapması gerekir.

5. SINIRLILIKLAR

Bu araştırmanın gelecekteki araştırmalar tarafından ele alınması gereken bazı kısıtlamaları vardır. Özellikle, liderlik tarzları, liderler tarafından değil sadece çalışanlar tarafından doldurulmuş anketlere dayanarak analiz edildi. Bu yaklaşım, sonuçların yorumlanmasında yanlılığa yol açabilir. Ayrıca bulgular değerlendirilirken, genelleştirilebilirlik açısından sektörel ve bölgesel farklılıkları göz ardı etmemek önemlidir. Araştırma Alanya/Türkiye yapılmıştır. Bu bağlamda araştırma sonuçlarını genişletebilmek ve için farklı bölge ve endüstrilerden veriler elde edilerek sonuçların karşılaştırılması önerilir.

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Fikir veya Kavram / <i>Idea or Notion</i>	Araştırma hipotezini veya fikrini oluşturmak / <i>Form the research hypothesis or idea</i>	Lütfi SÜRÜCÜ Murat SAĞBAŞ
Tasarım / <i>Design</i>	Yöntemi, ölçeği ve deseni tasarlamak / <i>Designing method, scale and pattern</i>	Lütfi SÜRÜCÜ Murat SAĞBAŞ
Veri Toplama ve İşleme / <i>Data Collecting and Processing</i>	Verileri toplamak, düzenlenmek ve raporlamak / <i>Collecting, organizing and reporting data</i>	Lütfi SÜRÜCÜ
Tartışma ve Yorum / <i>Discussion and Interpretation</i>	Bulguların değerlendirilmesinde ve sonuçlandırılmasında sorumluluk almak / <i>Taking responsibility in evaluating and finalizing the findings</i>	Lütfi SÜRÜCÜ Murat SAĞBAŞ
Literatür Taraması / <i>Literature Review</i>	Çalışma için gerekli literatürü taramak / <i>Review the literature required for the study</i>	Lütfi SÜRÜCÜ Murat SAĞBAŞ