

The Impact Of Managers' Leadership Behaviors On Job Satisfaction Of Employees: A Practice Used In The Lodging Facilities In Ankara

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Extensive Summary

Introduction

Managers try to increase the productivity level and ensure peace in their enterprise. But they do not get enough feedback about how their leadership behavior is perceived by their employees. However, leadership behaviors are a significant factor in employees' job satisfaction. Especially in the service sector, job satisfaction has a huge role for the employees who are serving directly to the clients. In this respect, the subject that the employees are not only an economic asset, but they also have a social aspect, is getting more important. So, it should be taken into consideration that, the employees within the enterprise are there, not only due to economic expectations, but also there to satisfy their different socio-psychological needs and wants.

The first subjects which are explained in the research are the terms of management and leadership. When we take a look at the studies done about these two terms, there are some opinions which say that they are the same terms, besides this there are some thoughts that they are totally different (Koçel, 2001). But the ones which support that these two terms need to be assessed as different from each other become more intense (Sabuncuoğlu ve Tüz, 1998; Arıkan, 2001; Akçakaya, 2010).

The other term analyzed in the research is job satisfaction. The term of job satisfaction in organizations is quite important. When the required literature is researched, the importance of the personnel satisfaction is discussed in two ways. The first one is that the personnel satisfaction directly leads to customer satisfaction and also provides the profit which is the real aim of the companies. The second is that the productivity of the personnel satisfaction affects the business cycle. There are individual and organizational factors which affect job satisfaction. The individual factors can be ranged as age, sex, educational level, personality structure, service period of the personnel and status. According to the organizational factors, the ones which affect job satisfaction can be ranged as awarding, working conditions, salary, promotion, job and job quality, colleagues and supervision.

With the aim of revealing the condition in practice of this subject which has a big importance for the companies this research which is oriented to accommodation facilities has been done. It is planned to have managers knowledge about leadership behaviors of their own personnel's from their aspects with this research. In addition, this research which is done upon identifying the effects of the leadership behaviors to the personnel satisfaction also has been analyzed from the point of demographic attributes of the personnel.

Hypothesis with under mentioned subgoals are ranged below to be able to realize the main aim of the research.

H1: There is a relation between the leadership behaviors of the managers and the level of the job satisfaction of the employees.

H2 :There is a difference to understand their managers' leadership behaviors from the aspect of the employees demographical features (sex, age, education, worked department, working time)

H3: There is a difference among the employees' job satisfaction levels from the aspect of the employees demographical features (sex, age, education, worked department, working time)

Method

The employees of the 5 stars hotels in Ankara form the working universe of the research. Research area has been limited as one location because of the difficulties such as economic situations, lack of time and transportation factor to make it Turkey-wide. According to data the Ministry of Culture and Tourism published by end of year 2012; there are totally 14 pieces of 5 stars hotels which have tourism establishment certificates in province of Ankara. It is estimated that they have totally 3765 employees. In the research the way taking sample from this research universe is preferred. By the end of the calculation diameter of sample has been found as $n=349$.

The measuring item which used for data collection in the research is survey. The 5 point likert scale has been preferred to measure the employees satisfaction from the leadership behaviors. The scales which will be practiced are the ready-scales which were used before in lots of research made about the subject. The scale which is used in researches to measure job satisfaction of the employees, is Minesota Satisfaction Scale which is developed by Weiss (1967), and measured the job satisfaction in 20 dimensions. The other scale is leadership behavior scale which is often used in international works, measured the leadership behaviors in 36 article and developed by Ekvall and Arvonen (1991). Reliability analysis of both scales has been calculated by the method of Cronbach Alpha measurement reliability prediction. While the Cronbach Alpha of the scale which measure the job satisfaction of the employees has been calculated as 0.965, the Cronbach Alpha of the scale which measure the leadership behaviors has been calculated as 0.959. From the feedbacks of the delivered survey forms 386 forms were approved to be assessed. Frequency and percentage counts have been made towards to identifying the features of the selected group.

Frequency and percentage counts have been made in order to identify the qualifications of the selected group. The relation between the leadership behaviors of the managers and the level of the job satisfaction of the employees has been calculated with Pearson correlation analysis. While t-test has been used for identifying

differentiation of leadership behaviors and job satisfaction from the aspect of sex variable of the worked group, the ANOVA test which is one of the parametric test, has been used for identifying differentiation from the aspect of age, serving time, education and worked department variable.

Conclusion

The relation between the leadership behaviors of the managers and the job satisfaction level of the employees which is the main aim of the study has been tried to be identified by the made analyzes. As a result of the analysis a positively significant relation has been found between the leadership behaviors of the managers and the job satisfaction sensations of the employees. It is identified that the job satisfaction level of the ones who has high leadership behaviors sensations is also high. Therefore H1 hypothesis is supported by sufficient evidence. Besides when the leadership behaviors of the managers who are belong to the group joined the research and the general average related to employees' job satisfaction has been examined, it has been seen that the average is high.

Subgoals of the research is to examine the differences between the demographic data of the employees, leadership behaviors of the managers and employees' job satisfaction levels. It is examined that whether there are any difference from the aspect of sex, age, education between the managers leadership behaviors and employees' job satisfaction level. A significant difference has not been discovered neither looked from the aspect of leadership behaviors nor employees job satisfaction among these variables.

When examined the differences between the managers leadership behaviors and employees' job satisfaction level from the aspect of worked department variable, it has been observed that there are differences among the attendants in the subject of their sensations about managers leadership behaviors. It has been observed that the employees who work in front office department has the highest average. It has been observed the leadership behaviors sensations of the front office employees is higher than the other department employees sensations. When examined from the aspect of employees' job satisfaction, among the people in worked departments significant differences has been identified. Employees in housekeeping department are the employees who has the highest satisfaction level. It has been observed that the satisfaction levels of this department employees is more than the security and other department employees.

Finally, it has been identified that when examined from the aspect of working years variable the managers leadership behaviors sensations shows differences according to working time. While the highest average observed at the employees who has 1 year or less working time among the groups, the lowest average has been observed at the employees who has 11-15 years working time. It has been identified that the differences among the groups aroused from the attendants whose working time 1 year and less. When examined from the aspect of employees' job satisfaction levels it has been identified that the job satisfaction shows difference according to the working time. It has been observed that the highest satisfaction level belongs to the employees whose working time 1 year and less. The employees who has the lowest satisfaction levels are the ones whose working time is 11-15 years. It has been identified that the difference aroused from the satisfaction levels of the employees whose working time is 1 year and less are much more than the all of the other groups.

As a result, a significant difference could not be observed in the demographic features of the employees in variables of sex, age and education, in sensations of managers leadership behaviors, both of the H2 and H3 hypothesize is not supported by sufficient evidence.