

# THE EFFECT OF LEADERSHIP BEHAVIOURS OF MANAGERS WORKING IN BANKING SECTOR ON EMPLOYEES' JOB SATISFACTION: THE EXAMPLE OF AĞRI PROVINCE

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**Abstract.** *The aim of this research is to look into the effects of leadership behaviors of managers in the banking*

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*sector in Ağrı province on employees' job satisfaction. The sample of the research, which was designed within the framework of the survey model within the quantitative research method, consists of 130 employees of public and private banks in Ağrı province. In the study, personal information form, job satisfaction scale and leadership styles determination scale were used as data collection tools. The study used descriptive statistics for the analysis of the data. IBM SPSS 26 package program was used to analyze the data collected in the study. Results of the study revealed a positive relationship between job satisfaction and leadership behaviors. The study has implications both for the new researchers and the policy makers of the Agri province. This is the first study in the Agri province in the banking sector.*

**Keywords:** Banking Sector, Leadership Behavior, Job Satisfaction

## 1 Introduction

Banking is an important sector for both Turkey and other developing countries. The development and growth of the economic systems of countries are closely related to the effective implementation of banks' role as intermediaries for savings and investment. Leadership as a concept has been the subject of scientific research since the early 1900s and many definitions have been created by studying the concept. As a result of the studies carried out, it is observed that more than three hundred and fifty definitions of leader and leadership addressing many fields have been realized due to its presence in different fields of science (Erçetin, 2000). As a result of people starting to live together, the concept of leadership has become more prominent. Although people are social beings living in groups, they would need people to enable them to live in a well-coordinated and managed society they are supposed to live in. Therefore, leadership is a concept as deep-rooted as human history. It can be said that there is a leader in every part of the society in which people live (Aslan & Özata, 2009).

Satisfaction is defined as obtaining what one desires (Saruhan & Yıldız, 2012). It is expressed as the effort to create a product or return for a price, which occurs in

certain periods in line with the objectives within the organization and which also creates some relationships. From organization point of view, it is the accumulation of feelings related to the work of the employees in the organization. It is a situation wherein an individual personally achieves a sense of completion as a result of the conditions provided by the organization to the individual (Özpehlivan, 2018). It is a very critical issue for organizations. Job satisfaction levels of the employees directly affect the performance, productivity and quality of the organization and in addition, it is attributed to be important because it affects the intention to leave the job (Akıncı, 2002).

In this satisfaction of an employee, there are a number of factors that contribute. Leadership is one factor that either positive or negative effects on job satisfaction. This is undoubtedly due to the fact that it is known how important the concept of leadership is for organizations. Leadership is related to the management of employees, who are the most critical resources of organizations and who activate the different resources of the organization, and it affects employees in terms of achieving the goals. Job satisfaction is one of the most critical factors that increase the contribution of employees to organizational goals.

Civilized managers are expected to make the necessary efforts to ensure and increase the job satisfaction of their employees. The most important issue is that managers should get rid of their existing prejudices in order to ensure employee satisfaction. Among the most important factors affecting employee satisfaction and employee complaints within the organization are the leadership behaviors exhibited by managers. After increasing the job satisfaction levels of the employees once, it is important that the managers make continuous efforts to ensure that the job satisfaction levels remain at a constant level.

The present world has been experiencing tough competition wherein organizations are required to enable their employees to work in the most efficient way. This necessity increases the degree of importance attributed to the issue of ensuring job satisfaction of employees. Organizations have to determine and improve the factors that affect high job satisfaction within the organization for the determined goals and objectives. The leadership attitudes exhibited by managers affect employees in many ways and similarly, their presence affects the leadership behaviors of managers. Providing the factors that have an impact on increasing the job satisfaction of employees is among the most important responsibilities of leaders. Therefore, this research aims to clarify this issue and focuses on the quality of leadership approaches that may increase employees' job satisfaction.

## **Literature Review**

It is critical that the leadership style exhibited is equal to the leadership behavior expected by the employees. There is a positive correlation between job satisfaction and organizational commitment when the leadership style exhibited is close to the

leadership style expected by the employees and can meet their demands. In this study, a positive relationship between job satisfaction and leadership behavior was determined. Researchers (e.g., Tengilimoğlu & Yiğit, 2005) believe that job satisfaction increases when leadership approaches are within the expectations of employees. In this context, Bryman (1992) found that transformational leadership styles significantly affect important organizational outcomes, including job satisfaction and organizational citizenship behaviors. In this study, a positive relationship between job satisfaction and leadership behavior was found. Similarly, Chen (2004) states that employees are more satisfied with the leadership attitude in which employees are supported, their commitment to the organization increases and they are more satisfied with their work. In this study, a positive correlation was found between job satisfaction and leadership behavior.

Extant literature (e.g., Gharibvand et al., 2013) talks about the existence of a positive relationship between transformational leadership behavior and job satisfaction of employees. Elpers and Weshuis, (2008) believe that it is the difference between the leadership behavior applied by managers and the leadership behavior expected by employees that causes job dissatisfaction. Similarly, there are researches (e.g., Madlock, 2008) see a positive relationship between leadership attitudes and job satisfaction of the employees. However, there are studies (e.g., Boğa, 2010) that found a negative correlation between the leadership behaviors exhibited by managers and perceived leadership behaviors in terms of job satisfaction and leadership behaviors. This study is supposed to validate this relationship empirically.

## **Leadership**

Many studies have been conducted that look at leadership as a social phenomenon and different approaches have been included. Leadership is as old as human society is. However, its importance has been increasing day in and day out. For this reason, many definitions and explanations have been put forward around leadership as a word meaning. Although many researches have been carried out on it and different diagnoses have been obtained, a common idea has not been reached. Leadership has been seen as a complex subject due to the existence of different definitions and lack of consensus, and accordingly, it has been considered as a subject of study. Accordingly, leadership is a management tactic developed to adapt to a globalized and ever-changing world. As the requirements of the age, it constitutes the orientation to address change in every aspect, including social, economic and technological developments, and to develop and implement new management tactics at every moment of the operating time.

When we look at the ancient times of humanity, individuals have come together to form a society and have been in search of a guide for the society. Within the framework of this need humanity has created various definitions in the

phenomenon of leadership. In line with the concepts put forward in the field of leadership, a leader is an intelligent, talented and equipped person who keeps individuals together within the framework of common values; guiding, encouraging and supporting the steps to be taken. Of course, one of the most important characteristics that a leader should have the ability to gather people around common values. Accordingly, these individuals gathered around common values must also be provided with the necessary motivation. Since the transition to settled life, people have needed a leader to guide them and have been in search of a leader, and the origin of the concept of leadership, as we mentioned, dates back centuries ago. The constant change and development of many points of life, including technology, social and cultural, has made it inevitable that leaders must keep up with the requirements of the age at every moment of time. Today, however, this has become more difficult. There have always been different definitions for the concept of leader. According to the requirements of the era, a leader should be able to use his/her knowledge and abilities depending on the ever-changing conditions of the era, and should be able to influence and guide people in this way. Although there are different definitions, the clearest idea to be drawn from this is that the leader must be a part of change and development. Of course, adapting to change is not so easy. The leader who can be a part of the change should be prudent and impose this to the individuals around him/her. The way to make people who are a part of the organization accept him/herself is expected to be always open to change and equipped to lead the future, rather than using the power of sovereignty and expecting obedience as in the traditional leadership concept. In this way, the existence of the organization will be longer lasting in every developing and changing moment of time.

**Importance of leadership.** The developing competitive environment and the sophisticated structures of organizations demand good leaders which reflect the importance of leadership. In the technological world elements are in a state of change and development day by day. The main task that organizations need to do in order to maintain their existence is to adapt to change. In order to achieve such a result, they need to acquire the right knowledge and use this knowledge correctly. Therefore, every organization will need a leader. The reason why an individual in the position of a leader is so important for an organization is that the functioning and projects of the organization are not sufficiently equipped about the future. The working field of organizations is highly effective and sensitive in terms of its structure, open to change in terms of its structure, and has qualities such as a significant number of human variables being imprudent and sophisticated. For this reason, the leader of the organization must have all the necessary equipment and privileges. In this way, leaders can have high potential with the data they possess. In this volatile world, adoptive than conventional leaders are the need of the day.

Issues such as being open to the developments of our age, complexity caused by development, resistance to change, rapid development and change have gained

an important role in the lives of individuals and organizations. The continuous change in technology and science has led to the emergence of networks and virtual tools by developing structures and loyalties. As a result of this development, organizations have had to compromise both internally and with the outside world. In this adventure, the duties and responsibilities imposed on the leader have also been in a constant change. Therefore, leaders are constantly changing and renewing their strategies due to this change.

Today's leaders should carefully monitor current developments and work to make the organization compatible. Leaders a few years later will be able to easily adapt to the pace of change of the age with their level of education and prudence. Accordingly, with the right knowledge and skills, they will be able to increase their level of influence on employees and customers, make their organizations exist in the new world order and strengthen the steps taken towards the future.

### **Leadership and management**

In the literature, it is argued that there is a difference between the phenomenon of management, which is a tool for achieving organizational goals and objectives, and the phenomenon of leadership (Tengilimoğlu, 2005). However, one of the most debated issues about leadership is whether leadership is a different function and activity from management. Although the phenomena of management and leadership seem to be closely related, they are not synonymous. There may be leaders who do not have a managerial role, and there may be people who do not have a managerial role but have leadership qualities. A director can be somebody who is working for others, strives to achieve a given goals, plans, organizes, directs, coordinates, monitors and evaluates the results obtained and makes effective decisions as a result (Adıgüzel, 2020). On the other hand, a leader is a person who determines the goals of the organization to which he/she belongs and influences and mobilizes the members of the organization according to these goals. A leader is a person who reveals the common thoughts and desires of the members of the organization, but who has not been clarified as an acceptable goal, and who mobilizes the latent power of the group members around this goal. This is the main difference between manager and leader. While the manager serves the purposes set by others, the leader emerges from the organization in which he/she works, directs the same organization towards the behavior determined by him/her and sets the goals himself/herself. While the essence of management is to achieve results by managing others and the work, they are responsible for, the essence of leadership is to influence others and achieve results. While management is the authorization to have legal rights and authority, leadership is the ability to use personal power arising from one's nature. Personal characteristics, self-concept, knowledge of work, work style, the sources of power they use to influence people, views on events, attitudes towards work, risk-taking, etc. are all important factors between

leaders and managers. There seems to be a difference. Although there are differences that are generally accepted in studies, there are also those who like to highlight different aspects. These differences have been shown and listed by researchers from different points of view. Literature on the difference between the two concepts is summarized below:

- ✓ Managers are administrators, leaders are reformers.
- ✓ Managers are not original, leaders are original.
- ✓ Managers try to protect what they have; leaders try to modernize it.
- ✓ Managers target systems and structures, leaders target individuals.
- ✓ While managers try to keep their staff under control, leaders inspire them with confidence and inspiration.
- ✓ Managers accept reality as it is, while leaders control reality.
- ✓ Managers contemplate short-range and leaders contemplate long-range.
- ✓ Managers need to ask "how" and "when", leaders need to ask similar questions of "what" and "why".
- ✓ Whereas managers accept the status quo, leaders challenge it.
- ✓ Managers are usually imitators; leaders are unique personalities.
- ✓ While managers accept the status quo, leaders challenge it.
- ✓ Managers are typically good soldiers, while leaders have their own unique personalities.

### **Job satisfaction**

Achieving what one wants and reaching satisfaction is described as satisfaction (Saruhan & Yıldız, 2012). Work is the effort to create goods or services in return for receiving a wage, which occurs at a certain time in organizations within the framework of a certain purpose and reveals a number of relationships. Achieving voluntary satisfaction or the realization of desired events are also among the definitions of the concept of satisfaction. It would not be out of place to say that job satisfaction is the accumulation of emotions of the employees of the organization in relation to their work. The person has internal and external satisfaction. Internal satisfaction is the satisfaction provided by the individual as a result of his/her subjective attitude. External satisfaction is made possible by the conditions offered to the individual by the organization (Özpehlivan, 2018).

Job satisfaction is the attitudes and reactions that an individual develops towards his/her job, as well as the ability of an employee who is satisfied or dissatisfied with his/her job to respond to the expectations and needs of the person in terms of social and economic aspects, work and workplace. Job satisfaction is

important for both individuals and organizations. Because in organizations where job satisfaction is high, productivity, profitability and loyalty to the enterprise also increase, absenteeism may decrease and as a result, a positive atmosphere prevails in the enterprise. If job dissatisfaction is high, conditions such as absenteeism, intention to leave, poor work ability, psychological and physical illnesses caused by individual factors such as age, education level, gender, marital status, job satisfaction are affected by organizational factors such as earnings, experience, location, job security, promotion opportunities and rewards. People work to fulfil all their needs and expectations in order to sustain their lives. They expect material and immaterial rewards in return for their work. Again, the higher their expectations are met, the more satisfied and happier they will be. Over time, employees can develop a behavior towards the enterprises and individuals in the enterprises in which they work. In the process of determining attitudes, job knowledge, work environment and all tendencies related to the result of the work play a role. As a result of these attitudes, results such as job satisfaction or dissatisfaction arise. If the attitude is positive, the person will be satisfied with the job. However, if the attitude is negative, the person will be dissatisfied with the job (Aksu, 2012).

It can be said that job satisfaction became more important in the 1930s and 1940s. Despite many researches, it would not be wrong to argue that a clear definition of job satisfaction has not yet been reached. However, two common points have been identified in all definitions created since 1900s. Among these, happiness and satisfaction are the common denominators (Gümüş & Sezgin, 2012). In the simplest definition, job satisfaction is the reflection of the feelings towards the organization depending on the material and psychological fitness of the staff. In other words, we can say that satisfaction of job is a consideration of the benefits provided to the individual by the organization and a reflection of happiness after the relationships established with other people (Çetinkanat, 2000). According to him there are two important reasons for job satisfaction. These are:

- Employees' feelings about their jobs are important for both themselves and their jobs.
- Employees' job satisfaction helps employers to obtain information about the level of performance and productivity of their employees or how they are developing.

What Feldman and Hugh want to explain in the first article is that the positive or negative situations that employees experience in their jobs affect their feelings towards their jobs and reflect them to their environment, other members in the organization or their families. In this direction, it can be stated that job satisfaction affects employees mentally and physically. In the second article, it is stated that it helps to ensure the control of managerial changes, conformity or deficiency



situations and thus provides an effective functioning (Çetinkanat, 2000). Various definitions have been developed emphasizing different aspects of the phenomenon of job satisfaction arising from work-human relations.

In fact, job satisfaction, which can be considered as a personal concept, is an important issue for organizations. Employees' job satisfaction is considered important because it directly affects an organization's performance, productivity and efficiency levels, as well as the intention to quit. Low employee satisfaction in an organization indicates deteriorating framework conditions. Employees who are dissatisfied with their jobs weaken the organization against both internal and external threats. For this reason, job satisfaction is as important for an organization as it is for an employee. It is one of the duties of managers to increase employee satisfaction and to conduct surveys to increase satisfaction (Akıncı, 2002). The attitudes necessary for managers to increase job satisfaction are as follows (Akıncı, 2002):

- To be able to establish a quality communication with its employees,
- Endeavour of the management staff to solve employee problems,
- Ensuring the coordination of employees with each other,
- Ensuring the participation of employees in decision-making processes,
- It is required to share the information arising as a result of the work done with the employees.

Significant behavioral consequences arise when employees fail to meet their expectations in their jobs. However, the passivity, lack of responsibility and reactivity of the employee should not be attributed entirely to his/her temperament. These behavioral patterns are the indicators of the discomfort felt by the employees as a result of not meeting the needs of their social self. If employees cannot fulfil their needs for themselves through work, the following symptoms emerge (Eker, 2006):

- Laziness
- Passivity
- Resistance to Change
- Avoiding Responsibility
- Unrealistic Economic Demands
- Low Work Efficiency
- Social and Mental Disorders
- Burnout Syndrome

**Importance of job satisfaction.** Job satisfaction is an important concept in the field of organizational psychology. At the point reached as a result of human relations over the centuries, the importance of attitudes and attitudes that manifest themselves in the workplace is becoming more important. The realization of the relationships provided in the workplace in a correct and mutual understanding



increases the morale of people and increases human relations in a more conscious way. In this direction, employees who enjoy the environment more can provide job satisfaction. Hawthorne studies reveal the basis of human relations. These studies were conducted to test two main assumptions of the classical management approach. These assumptions are as follows (Can et al., 1997).

- There is a direct proportional relationship between the working environment and the productivity of workers.
- People aim to maximize their gains. For this reason, they should develop a method that will provide them with the most profit and the person should be managed externally (Can et al., 1997).

### **Job satisfaction and employee**

Increases and decreases in job satisfaction are active behaviors based on many variables. Attitudes are feelings that determine how employees perceive their environment. An employee's age, status, education level and working hours are important variables that need to be taken into account in determining job satisfaction. In high positions, employees have a high level of job satisfaction due to the coordination of working and wage conditions, and in minor organizations due to co-worker bonds and personal closeness. Job satisfaction is necessary for employees to be worry-free, satisfied and satisfied in the work environment (Aydınlı, 2005).

If an employee comes to the conclusion that the expectations of his/her work and working environment are not met, he/she will not be satisfied with the job. As a result, the efficiency of the employee will decrease, his/her commitment to work will weaken and labor turnover rate will increase. In addition, the health status of the employee will also be negatively affected here. When employees have low job satisfaction, they will be in a state of nervous and emotional breakdown. In people who experience job dissatisfaction, situations such as headache, stress and frustration are frequently seen (Akıncı, 2001). High job satisfaction contributes to the happiness of individuals, while low job satisfaction causes alienation from their jobs. As a result, low job satisfaction leads to indifference and disharmony (Bingöl, 2006).

### **Job satisfaction and employer**

Managers are of great importance in ensuring job satisfaction of employees in an organization. Employees may need to increase their efforts to increase job satisfaction in order to fulfil their jobs efficiently and to provide goods and services. When people believe in the competence of their managers and feel that they are supported, they feel more competent in their work. Personal characteristics of an organization's employees affect job satisfaction. Therefore, a manager's leadership style and individual skills have a significant effect on

employee satisfaction (Çakır, 2001). If the expectations of the employees are fully met by the employers, the employees will stick to their jobs more firmly and this will increase their productivity. Therefore, high job satisfaction of employees will be beneficial for the organization and the level of satisfaction of employers will increase (Aydın, 2005). Job dissatisfaction can lead to passivation and undesirable results in the organization due to the negative situations caused by dissatisfied people. Low job performance, high absenteeism, apathy, conflict and labor turnover are among the undesirable situations (Yeşil, 2018).

### **Consequences of job dissatisfaction**

The results of job satisfaction increase social welfare and economic development as well as improving the physical and mental health of employees, the working environment or business efficiency. On the other hand, job satisfaction indirectly reduces social waste and has a positive effect on savings. Modern management approaches are based not only on profitability, market share and the amount of taxes paid, but also on the measurement of performance with the human dimension (Akıncı, 2001).

Organization managers should not ignore the importance of job satisfaction. Because if job satisfaction is not ensured, in the long term, the organization will not be preferred by the employees, productivity will decrease, production quality will decrease and customer satisfaction will disappear. Such situations will prevent the organization from surviving in the long term (Akıncı, 2001).

### **Method**

The study was conducted using quantitative research methods. It is a research method in which observations and measurements can be made repeatedly with numerical studies. This research includes the survey method model, which is one of the quantitative research methods. The survey model is a research approach that tries to describe the past and present situation as it is. The relational survey model is a survey model that aims to determine the presence and/or extent of co-variance between two or more variables (Karasar, 2015).

### **Sample of the study**

The research was conducted with 130 people working in public and private banks in Ağrı province. Data was collected from these 130 persons through personally administered face-to-face questionnaire.

### **Data collection tools**

In this study, a personal information form consisting of six questions designed by the researcher was used as a data collection tool. In addition to these questions, a twenty-item job satisfaction scale and a thirty-six-item leadership behavior scale were used and a questionnaire was applied to the participants.

"Minnesota Job Satisfaction Scale" was used to measure the job satisfaction of the employees. This scale was developed by Weiss et al. (1967). It is a scale developed to measure the job satisfaction of employees. The Turkish version of the scale was used in studies conducted by Baycan (1985), Oran and Rashid (1989), Özdayı (1995) and Bayraktar et al. (1996). The reliability coefficient for job satisfaction in the scale was determined as 0.86. According to this coefficient, the reliability of the scale is high (Akdoğan, 2002).

Another scale, the Multifactor Leadership Scale, was developed by Bass (1985) to measure leadership behavior based on multiple factors. The Turkish version of the scale was adapted by Akdoğan (2002).

In Akdoğan's (2002) multifactor leadership scale, the maximum confidence value is 0.93 when the whole scale is calculated using Cronbach's alpha method and the minimum confidence value is 0.91 when calculated using the Guttman method. The transformative leadership factor of the scale has a maximum confidence value of 0.93 when calculated using Cronbach's alpha method and a minimum confidence score of 0.95 when calculated using the Guttman method. For the general factor of the sustainable leadership scale, 0.72 was determined by Cronbach's alpha method, .7 for the minimum confidence by Guttman's method and 0.72 for the general leadership of the scale allowing degrees of freedom. It was calculated using the Cronbach's alpha method and the minimum confidence value calculated using the Guttman method is 0.70.

### **Hypotheses of the Study**

- H<sub>1</sub>: There is a positive relationship between leadership behaviors and job satisfaction.
- H<sub>1a</sub>: There is a positive relationship between transformational leadership styles and job satisfaction
- H<sub>1b</sub>: There is a positive relationship between sustaining leadership attitudes and job satisfaction.
- H<sub>1c</sub>: There is a positive relationship between permissive leadership styles and job satisfaction.

### **Reliability analyses of the scales used in the study**

For reliability analysis, Cronbach Alpha coefficient is generally used. Cronbach Alpha coefficient is obtained by finding the variance of the questions in a scale to the overall variance. It takes a value between 0 and 1 and the reliability level increases as it approaches 1 (Karagöz, 2021). Cronbach Alpha coefficient is desired to be at least 0.7 (Altunışık et al. 2012). The results of the reliability analysis are shown in Table 1.

Table 1. *Reliability Analysis*

Scale and Subscales	Cronbach's Alpha	Article Number
Job Satisfaction	0.814	20
Internal Job Satisfaction Dimension	0.740	12
Extrinsic Job Satisfaction Dimension	0.736	8
Transformational Leadership	0.998	19
Sustaining Leadership	0.988	12
Leadership Allowing Freedom	0.984	5

The reliability coefficient of job satisfaction was found to be 0.814, the reliability coefficient of intrinsic job satisfaction dimension was found to be 0.740 and the reliability coefficient of extrinsic job satisfaction dimension was found to be 0.736.

The reliability coefficient of transformational leadership was found to be 0.998, the reliability coefficient of transactional leadership was found to be 0.988, and the reliability coefficient of permissive leadership was found to be 0.984.

It is seen that the reliability coefficients of the scales and sub-dimensions are above the minimum value specified by Altunışık et al. (2012). With these results, it is concluded that the data are reliable.

**Normal distribution analyses of job satisfaction and leadership behavior scales**

One of the ways to understand whether the data are normally distributed is to look at the skewness and kurtosis values. The responses of 4 participants were excluded from the analyses because they contained outliers. Skewness and kurtosis values between -2 and +2 indicate that the data have a normal distribution (George et al. 2010). Skewness and kurtosis values are shown in Table 2.

Table 2. *Data Distribution Characteristics*

Scales and Subscales	Skewness	kurtosis
Job Satisfaction	-0.735	-0.089
Internal Job Satisfaction Dimension	-0.990	-0.406
Extrinsic Job Satisfaction Dimension	-0.115	-0.681
Transformational Leadership	0.080	-1.937
Sustaining Leadership	0.078	-1.921
Leadership Allowing Freedom	0.083	-1.933

The skewness value of job satisfaction is -0.735 and kurtosis value is -0.089, the skewness value of intrinsic job satisfaction dimension is -0.990 and kurtosis value is -,406, the skewness value of extrinsic job satisfaction dimension is -0.115 and kurtosis value is -0.681.

Transformational leadership skewness value was found to be ,080 and kurtosis value was found to be -1.937, transactional leadership skewness value was found to be 0.078 and kurtosis value was found to be -1.921, and leadership granting freedom skewness value was found to be 0.083 and kurtosis value was found to be -1.933.

It is seen that the skewness and kurtosis values of the scales and sub-dimensions are within the limits specified by George et al. (2010). With these results, it was concluded that the data were normally distributed and parametric analysis techniques were used to test the research hypotheses.

### **Data evaluation process**

IBM SPSS 26 package program was used to analyze the data collected in the study. While creating the research report, 95% confidence interval was taken as a basis for significance level.

Frequency analyses were performed in order to learn general information about the participants and research variables. Cronbach Alpha coefficient was used to determine the reliability level of the scales. Skewness and kurtosis values were used to check whether the variables fit the normal distribution.

Correlation and simple regression analyses were conducted to test the research hypotheses. T-Test and Anova analyses were conducted to test whether the research variables differ according to demographic variables.

### **Findings**

#### **Distribution of demographic data of the participants**

The demographic characteristics of the 126 participants, the sample of the study, are shown in Table 3.

Table 3. *Demographic Characteristics*

<b>Variable</b>	<b>Category.</b>	<b>n</b>	<b>%</b>
<b>Gender</b>	Woman	33	26.2
	Male	93	73.8
<b>Age</b>	30 Years and Under	17	13.5
	31-40 Age	88	69.8
	41 Years and Over	21	16.7
<b>Education</b>	Licence	112	88.9
	Master's Degree	12	9.5
	PhD	2	1.6
<b>Marital Status</b>	Married	42	33.6
	Single	83	66.4
<b>Working Time</b>	1-5 Years	72	57.1

	6-10 Years	35	27.8
	11-15 Years	12	9.5
	16 Years and Over	7	5.6
<b>Sector</b>	Public	69	54.8
	Special	57	45.2

26.2% of the participants were female and 73.8% were male. 13.5% of the participants are 30 years old and below, 69.8% are between 31-40 years old and 16.7% are 41 years old and above 88.9% of the participants have bachelor's degree, 9.5% have master's degree and 1.6% have doctorate degree.33.6% of the participants are married, 66.4% are single, 57.1% of the participants have 1-5 years of experience, 27.8% of the participants have 6-10 years of experience, 9.5% of the participants have 11-15 years of experience, 5.6% of the participants have 16 years or more of experience. 54.8% of the participants work in public sector banks and 45.2% work in private sector banks.

### Correlation Analyses

Correlation expresses the relationship between two or more variables. The correlation coefficient takes a value between -1 and +1. As the correlation coefficient approaches 1, the strength of the relationship between two variables increases (İslamoğlu & Alnaçık, 2016).

The results of the correlation analysis conducted to determine whether there is a relationship between leadership types and job satisfaction and its sub-dimensions are shown in Table 4.

Table 4. *Correlation Analysis Results*

	Job Satisfaction		Internal Satisfaction		External Satisfaction	
	Coefficien t	p	Coefficien t	p	Coefficien t	p
<b>Leadership Behaviours</b>						
Transformational Leadership	0.529	<b>0.001</b> *	,173	,053	,696	<b>,001</b> *
Sustaining Leadership	0.511	<b>0.001</b> *	,145	,106	,690	<b>,001</b> *
Leadership Allowing Freedom	0.545	<b>0.001</b> *	,180	<b>,044</b> *	,715	<b>,001</b> *

\*p<,05

There is a positive and statistically significant relationship between transformational leadership and job satisfaction (r=,529; p<,05).

A positive and statistically significant relationship was found between sustaining leadership and job satisfaction (r=,511; p<,05).

There is a positive and statistically significant relationship between permissive leadership and job satisfaction ( $r=,545$ ;  $p<,05$ ).

### **Regression analyses**

With regression analysis, the extent to which one or more independent variables affect the dependent variable is investigated by looking at their values (Karagöz; 2021). Under this heading, the effect of leadership behaviors on job satisfaction and its sub-dimensions is discussed.

### **The effect of leadership behaviors and job satisfaction**

The results of the simple regression analysis conducted to determine the effect of leadership behaviors on job satisfaction are shown in Table 5.

Table 5. *The Effect of Leadership Behaviors and Job Satisfaction*

Leadership Behaviours	Model Summary		ANOVA Analysis		Coefficients	
	R	Adj.R <sup>2</sup>	F	Sig	B	Sig
Transformational Leadership	,529	,274	48,099	,001*	,169	,001*
Sustaining Leadership	,511	,255	43,829	,001*	,170	,001*
Leadership Allowing Freedom	,545	,291	52,361	,001*	,174	,001*

(Dependent Variable: Job Satisfaction); \* $p<,05$

It is seen that the simple regression model established to determine the effect of transformational leadership behaviors on job satisfaction is significant ( $F=48.099$ ;  $p<0.05$ ). 27% of the change in job satisfaction can be said to be due to transformational leadership behaviors (Adj.  $R^2=0.274$ ). Transformational leadership behavior has a positive and statistically significant effect on job satisfaction ( $B=0.169$ ,  $p<.005$ ). As transformational leadership behavior increases, job satisfaction level also increases. With this result, hypothesis  $H_{1a}$  is accepted.

It is seen that the simple regression model established to determine the effect of sustaining leadership behaviors on job satisfaction is significant ( $F=43.829$ ;  $p<0.05$ ). It can be said that 25.5% of the change in job satisfaction is due to sustaining leadership behaviors (Adj.  $R^2=0.255$ ). It was determined that the sustaining leadership behavior had a positive and statistically significant effect on job satisfaction ( $B=0.170$ ,  $p<0.05$ ). As the sustainer leadership behavior increases, the level of job satisfaction also increases. With this result, hypothesis  $H_{1b}$  is accepted.

It is seen that the simple regression model established to determine the effect of permissive leadership behaviors on job satisfaction is significant ( $F=52,341$ ;



$p < .05$ ). 29% of the change in job satisfaction can be said to be due to permissive leadership behaviors (Adj.  $R^2 = .291$ ). It was determined that the leadership behavior that allows freedom has a positive and statistically significant effect on job satisfaction ( $B = .174$ ,  $p < .05$ ). As the leadership behavior that allows freedom increases, the level of job satisfaction also increases. With this result, hypothesis  $H_{1c}$  is accepted.

## Conclusion

The current study looked into the relationship between job satisfaction and leadership behavior. The relationship was empirically support and found significant. There is a significant relationship between leadership behavior that allows freedom and job satisfaction (Akın, 2019). The results revealed a direct proportional relationship between job satisfaction and leadership behavior. While evaluating the results of the research, suggestions were made for future research. The combined use of a qualitative and quantitative research plan in future research will bring certain advantages. It is suggested that similar studies should be conducted on a larger sample. In future studies, it is suggested that the study variables should be analyzed in other areas where key values and personal meaning are more important, across sectors or comparable to cities such as Istanbul or Izmir. It is also suggested that future researchers should carry out a study with qualitative research method to reach more comprehensive and descriptive information. In addition, it is thought that studies in which other factors affecting job satisfaction will be considered as variables in the future researches or studies in which the effect of leadership perception on which variables will be revealed will contribute to the literature.

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\*Note: This study is based on Ateş, M. (2022). The Effect of Leadership Behaviours of Managers Working in the Banking Sector on Employees' Job Satisfaction: Ağrı Province Example Yüzüncü Yıl University: Adapted from 'Master thesis'.