

# RELATIONSHIP BETWEEN TRANSACTIONAL LEADERSHIP, TRANSFORMATIONAL LEADERSHIP, AND JOB SATISFACTION: RESEARCH IN FOOD AND BEVERAGE ENTERPRISES<sup>1</sup>

*Hasan Cinnioğlu<sup>a</sup>, Lütfi Atay<sup>b</sup>, Dalia Susnienė<sup>c</sup>*

<sup>a</sup> *İskenderun Technical University, Turkey*

<sup>b</sup> *Çanakkale Onsekiz Mart University, Turkey*

<sup>c</sup> *Panevėžio kolegija / University of Applied Sciences, Lithuania*

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**Abstract.** The main purpose of this study is to present the relationship between the transactional and transformational leading behaviors – a modern type of leadership that employees have ideal perceptions of their managers in food and beverage enterprises - and the job satisfaction. For this purpose, first, a detailed search was carried out in the literature, then purposeful sampling method was used, and data were collected by questionnaires from a total of 491 employees working for the first-class food & beverage enterprises with the tourism operation license, operating in Istanbul. The factor analysis, percentage and frequency analysis, and correlation and regression analysis were used for the analysis of obtained data. It has been found that the perception of employees towards transformational leadership of their manager was high, their perception towards transactional leadership was low, and their job satisfaction was high. There was a significant relationship between the employers' perception of transformational leadership and job satisfaction, but no relationship was found between the employers' perception of transactional leadership and job satisfaction.

**Keywords:** transactional leadership, transformational leadership, job satisfaction, food and beverage enterprise.

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## INTRODUCTION

It is important to identify which leadership behaviors would increase the level of job satisfaction of employees. Modern leadership theories have started to be used especially, as the effectiveness of behavioral and situational leadership theories diminish over time. The transactional and transformational leadership theories are included in the modern leadership theories. Identifying the effect of these types of leadership on the job satisfaction was the principal purpose of this study. For this reason, the concept of transactional leadership, transformational leadership and job satisfaction were discussed. Then, a search was made on the food & beverage enterprises that operate within the service sector.

Bass (1985: 27-28) defines the transactional leadership as “a kind of leadership that clearly explains the leader's expectations from his followers and what kind of a reward they should expect in return for their performance and effort.” The transactional leader clearly states who is responsible for which task to achieve the targeted performances. At the same time, the interactive leader clearly states what will be received when the goals are achieved (Bass, 1990: 22). The concept of “transformational leadership” was first introduced in the Dawston's (1973) study titled “Rebel Leadership,” and then developed by James McGregor Burns in 1978 (Eraslan, 2004: 4). According to Burns, the transformational leadership is to “motivate the followers to achieve the objectives that are independently or mutually set by people using an economic, political or suchlike power and values” (Morçin & Çarıkcı, 2016: 99). The concept of satisfaction, which means fulfillment of the desired situation and the satisfaction of the heart, can be expressed as the happiness achieved as a result of the realization of the wishes and needs (Biçkes et al., 2014: 100). Locke (1976: 1300) defines job satisfaction as “positive emotional state or satisfaction generated by the value given

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<sup>1</sup> This study is derived from a doctorate thesis.

Cinnioğlu, Hasan. (2018) “Relationship between Transactional Leadership, Transformational Leadership, Servant Leadership, Job Satisfaction and Intent to Leave of Employment: Research in Food and Beverage Enterprises”, Çanakkale Onsekiz Mart University, Institute of Social Sciences, Tourism Management.

by someone to his/her job.” The main element that determines job satisfaction is the relation between what an employee expects and what he/she gets from his/her job.

The food & beverage business, one of the important branches of service sector, carries out “labor-intensive” activities just like the other service businesses. Therefore, the focus of the studies has always been the human factor. In these enterprises where production and consumption are coordinated, the positive performance of employees directly affects many organizational parameters such as service quality, customer satisfaction, efficiency and effectiveness. The studies show that the job satisfaction is positively correlated with job performance (Christen et al. 2006), customer satisfaction (Taşlıyan, 2007), and customer’s perception of service quality (Gazzoli et al. 2010). Moreover, job satisfaction has negative relations with negative behaviors such as work stress (Erşan et al. 2013) and burnout (Güner et al. 2014).

When the literature is examined, it is seen that there are many researches in different sectors related to the variables discussed in the study. The studies that investigated the relationship between the transactional leadership and job satisfaction identified a significant relationship between two variables (Riaz & Haider, 2010; Alamir, 2010; Eren & Titizoğlu, 2014; Bateh & Heyliger, 2014; Morçin & Çarıkçı, 2016). The studies that determined the relationship between the transformational leadership and job satisfaction also found a significant relationship between two variables (Alamir, 2010; Riaz & Haider, 2010; Taş & Önder, 2010; Bateh & Heyliger, 2014; Tanriverdi & Paşaoğlu, 2014; Baltacı et al., 2014; Tekingündüz and Kurtuldu, 2015; Morçin and Çarıkçı, 2016). In the light of this information, the study was based on the question of identifying the relationship between the perception of employees in the food & beverage enterprises towards transactional and transformational leadership behaviors and the job satisfaction. For this purpose, the tested hypotheses are listed below:

**H<sub>1</sub>:** There is a statistically significant relationship between the transactional leadership and job satisfaction in food and beverage enterprises.

**H<sub>2</sub>:** There is a statistically significant relationship between the transformational leadership and the job satisfaction in food and beverage enterprises.

## RESEARCH METHOD

The universe of the research comprised of the food and beverage enterprises with tourism operation license. The sample of the research was the first-class food and beverage enterprises with tourism operation license in Istanbul. According to 2017 January records of Istanbul Provincial Directorate of Culture and Tourism, Turkish Ministry of Culture and Tourism, there are 162 first-class food and beverage enterprises with operating license in Istanbul (Web 1). Therefore, the sample of the research consisted of the employees of 162 first-class food and beverage enterprises. The research universe covered a large area, and this caused the problems of cost, distance and time to reach the entire area. Therefore, the sampling of research universe was used. However, the number of employees working for those food and beverage enterprises was not clear. For this reason, the sample size table corresponding to the universe size was used in the study and the sample size was determined as 384 people, assuming the universe to be more than one hundred thousand (Ural & Kılıç, 2013: 43).

A questionnaire was used as a data collection tool in the research. The survey used in the research consists of two parts. While the first part of the questionnaire has statements for determining the leadership perceptions and job satisfaction levels of employees, the second part includes demographic questions. The Multifactor Leadership Questionnaire (MLQ-5X Short), developed by Bass and Avolio in 1995 and previously validated and found reliable in many studies, was used in the research (Antonakis et al., 2003; Fernandes & Awamleh, 2004; Şirin & Yetim, 2009; Buluç, 2009; Çetin et al., 2012; Seyal & Rahman, 2014; Akgündüz et al., 2015; Babalola, 2016) to measure the types of transactional and transformational leadership. The short version of Minnesota Job Satisfaction Questionnaire of 20 items (the original includes 100 items), previously validated and found reliable in many studies (Yazıcıoğlu & Sökmen, 2007; Pelit & Öztürk, 2010; Akpınar & Taş, 2011; Köroğlu, 2012; Kaplan et al., 2013; Yeh, 2013; Akyurt et al., 2014; McCann et al., 2014; Ay et al., 2015; Zeynel & Çarıkçı, 2015; Yang, 2016; Long et al., 2016; Sanı et al., 2016), was used to measure the level of job satisfaction of employees. The Minnesota Job Satisfaction Questionnaire was developed by Weiss, Dawis, England and Lofquist (1967) and adapted to Turkish by Baycan (1985).

The survey was conducted between 01 January and 15 March 2018 using the purposeful sampling method. A total of 550 questionnaires were distributed and 522 of them were returned. However, when missing and incorrect questionnaires were excluded, the remaining 491 questionnaires were analyzed. The

participants of this research are employees working for the first-class food & beverage enterprises with the tourism operation license, operating in Istanbul. 68.8% of the participants are male, 37.7% are between the ages of 26 and 35 and 47% have high school education. 55.6% of the participants have not received tourism education and 25.1% work in waiter status. At the same time, the employees in the enterprises covered by the research have between 1-3 years (32.4%) in the current enterprise and 4-6 years (24.8%) in the sector. 60.3% of the participants are single employees and 30.1% are employees earning between 1700-2200 TL.

## RESULTS/DISCUSSION

Firstly, confirmatory factor analysis was conducted in the study and the results are provided in Table 1. As seen in the “good concordance” values in Table 1, the factor structure obtained for the scales used in the research appeared to have an acceptable concordance.

Table 1

Results for Confirmatory Factor Analysis of Scales

Indexes	Good Concordance	Acceptable Concordance	Transactional Leadership	Transformational Leadership	Job Satisfaction
CMIN/DF	≤3	≤4-5	2,32	2,97	3,73
NFI	≥ 0.95	0.94-0.90	,96	,91	,92
RMSEA	≤0.05	0.06-0.08	,05	,06	,07
GFI	≥ 0.90	0.89-0.85	,95	,92	,92
AGFI	≥ 0.90	0.89-0.85	,93	,89	,89
CFI	≥ 0.97	≥ 0.95	,98	,95	,95
TLI	≥ 0.95	0.94-0.90	,98	,92	,92
IFI	≥ 0.95	0.94-0.90	,98	,94	,94

In Table 2, the respondents' perception on transactional leadership was low (2.97), but their perception of transformational leadership was high (4.06). The satisfaction level of respondents was high (3.92). The reliabilities for transactional leadership, transformational leadership and job satisfaction scale in this study were 0,891; 0,914 and 0.919, respectively.

Table 2

Findings on Results from Analysis of Correlation between Variables

	n	mean	Transactional Leadership	Transformational Leadership	Job Satisfaction	Cronbach's Alfa (reliabilities)
<b>Transactional Leadership</b>	491	2,97	1			0,891
<b>Transformational Leadership</b>	491	4,06	-,036	1		0,914
<b>Job Satisfaction</b>	491	3,92	,007	,711**	1	0.919

\*\*Correlation is significant at the 0.01 level (2-tailed)

In table 2, showing the results of correlation analysis between the transactional leadership, transformational leadership and the job satisfaction, no significant relationship was found between transactional leadership and job satisfaction ( $p > .000$ ). Given the correlation values between transformational leadership and job satisfaction in Table 2, there was a positive and significant correlation between the transformational leadership and the job satisfaction. The correlation identified between the general transformational leadership and general job satisfaction was positive, strong ( $r = .711$ ) and significant ( $p < .001$ ). A simple regression analysis was carried out individually to show how transformational leadership influenced the job satisfaction, and all the analyses are provided in the table below (Table 3). In the specificity factors in Table 3, transformational leadership explained 50% of variance in job satisfaction, and this model appears to be significant ( $F = 500,23$ ;  $p < .000$ ). The regression coefficient showed that an increase of one unit in transformational leadership would have a positive influence of 0.81 on the job satisfaction.

As a result of these analyses, the hypothesis ( $H_1$ ) “There is a statistically significant relationship between the transactional leadership and the job satisfaction in the food and beverage enterprises” is **not supported** ( $p > .000$ ). As shown in the analyses performed, the hypothesis ( $H_2$ ) “There is a statistically

significant relationship between the transformational leadership and the job satisfaction in the catering business” **is supported** ( $p < 0,00$ ).

Table 3

**Simple Linear Regression Analysis on the Impacts of Transactional Leadership and Transformational Leadership on the Job Satisfaction**

Independent Variables	R2	Adjusted R2	B	Constant	F	t	Anova	p
Transformational Leadership.	,506	,505	,816	,609	500,235	22,366	,000	,000
Transactional Leadership	,000	-,002	,006	3,903	,024	30,734	,878	,878
Dependent Variable: Job Satisfaction								

In the research, the managers of food and beverage enterprises did not largely display a transactional leadership behavior. Instead, they showed a transformational leadership style. The study performed by Gill et al. (2010), investigating the influence of transformational leadership behavior in the food and beverage enterprises, reported that transformational leadership behavior displayed by the managers would provide many benefits to the organization, and the transformational leadership should be strongly supported. A food and beverage enterprise operates within an organic system rather than mechanical, as required by its operations. So, it may be considered that managers avoid displaying transactional leadership behaviors because of long and flexible working hours, a medium-level salary, and indeed heavy use of physical labor. In the food and beverage enterprises, where production and consumption occur simultaneously and the mistakes are often irremediable, it may be needed leaders who give their attention only to business standards, listen to employees instead of leaders in emergency situations, give them confidence and support, and provide different perspectives for the solution of problems. The study by Arın (2016) identified that there were transformational leaders in the food and beverage enterprises, and the managers displayed transformational leadership behaviors. In the tourism sector including the food and beverage enterprises, the labor-intensive structure and human-to-human service further bring manager’s leadership behaviors to the forefront and have a direct impact on the employee performance. Arın (2016) also reported that the leadership style that should be displayed by the managers was the transformational leadership to adapt to changing and developing competitive conditions.

In this research, no significant relationship was found between the general transactional leadership and job satisfaction. This finding is also supported by the literature. Fernandes and Awamlehîn (2004) carried out a study on 141 employees of an international organization and found no significant relationship between the transactional leadership and the job satisfaction. The similar result is consistent with the results of the study by Babalola (2016) on 133 press employees. Likewise, Rothfelder et al. (2013) performed a study on hotel employees in Germany and identified no relationship between the transactional leadership behaviors and the job satisfaction. In contrast to these studies, several studies reported a significant correlation between the leadership and the job satisfaction (Riaz & Haider, 2010; Alamir, 2010; Eren & Titizoğlu, 2014).

This study found a positive and significant correlation between the transformational leadership and the job satisfaction in the food and beverage enterprises. This correlation between the transformational leadership and job satisfaction is consistent with the results of many studies in the literature (Alamir, 2010; Riaz & Haider, 2010; Taş & Önder, 2010; Eren & Titizoğlu, 2014; Bateh & Heyliger, 2014; Tanrıverdi & Paşaoğlu, 2014; Baltacı et al., 2014; Tekingündüz & Kurtuldu, 2015; Morçin & Çarıkçı, 2016; Abouraia & Othman, 2017; Hakim & İbrahim, 2017; Aydoğmuş et al., 2018). It is considered that the job satisfaction of employees in the food and beverage enterprises would be increased as the transformational leadership behavior of managers perceived by them is increased. The study by Lee et al. (2011) on the food and beverage enterprises identified that transformational leadership created an environment where employees developed more positive emotions to their job, manager and business environment. A study by Gill et al. (2010) on the food and beverage enterprises reported that displaying specific transformational leadership behaviors by the managers made employees feel more empowered, and their job satisfaction level was higher. Managers, displaying transformational leadership behaviors, would increase the job satisfaction of



employees due to the reasons such as the intense relations between the guests and employees, the intensive work tempo of the employees and the excessive interaction between managers and employees during the working hours.

## CONCLUSIONS

As a result of the research, it has been found that the perception of employees towards transformational leadership of their manager was high, their perception towards transactional leadership was low, and their job satisfaction was high. There was a significant relationship between the employers' perception of transformational leadership and job satisfaction, but no relationship was found between the employers' perception of transactional leadership and job satisfaction. By considering the transformational leadership perceptions of the employees in the food and beverage enterprises, it is observed that perception appears to be high. It can be said that managers can gather personnel around a common mission and vision while carrying out their business activities, create a sense of trust and power in the personnel, approach the solution of problems experienced in the enterprise from an intellectual perspective and support the personal development of the employees. By considering the level of transactional leadership perception, it can be stated that it has a very low level compared to the perception of transformational leadership. In other words, employees do not perceive their managers as a transactional leader. This result can be interpreted that managers of food and beverage enterprises clearly determine the duties, authorities, and responsibilities while realizing the goals and objectives, and they can clearly describe the outputs to be obtained after the realization of the business objectives. When the average job satisfaction level of the employees is considered, it is determined that the averages of both internal and external factors are quite high. These findings may indicate that employees working in the food and beverage enterprises are generally satisfied with the management policies, working conditions, communication with the managers and co-workers, promotion, and similar factors.

Another finding of this research is that no significant correlation was found between transactional leadership and job satisfaction. In other words, transactional leadership behaviors of managers do not have a considerable impact on the job satisfaction of employees in general. A positive, strong and significant correlation was identified between the transformational leadership and job satisfaction. The employees working for a food and beverage enterprise may encounter different challenges as compared to other sectors when they are doing their job. Because they are always in close touch with the customer, production and consumption occur simultaneously, physical labor is heavily utilized, and working hours are flexible. However, when dealing with these challenges, if managers provide individual support to their employees, coach their employees to be strong, try to be optimistic, direct their employees towards a common purpose, create new and different perspectives on how things can be done better, the job satisfaction level of employees may increase.

Several implications based on the findings of this study are as follows:

It is important that managers in the food and beverage enterprises should adopt transformational leadership style to achieve the organizational objectives and should not display transactional leadership behaviors too much. In other words, the modern leadership style that should be used by the food and beverage enterprises is transformational leadership behavior. Managers are required to demonstrate transformational leadership characteristics. As a manager for this; specify the importance of having a strong sense of purpose, display a sense of trust and strength, talk optimistically about the future, look for different perspectives when solving problems, spend time teaching and coaching, help others to develop their strengths. The job satisfaction of employees should be identified periodically since job satisfaction is a fact which constantly changes. Although the modern leadership behavior of managers perceived by the employees is usually high, the managers must periodically verify the reflection of their leadership behavior on the employees because there may be differences between the leadership behaviors intended by the managers and the actual leadership behaviors perceived by the employees in certain periods.

This study included only the first-class food and beverage enterprises operating in Istanbul. Therefore, it is difficult to generalize the results. Further studies should include restaurants located in different cities. The variables used in this research should also include the travel, transportation or accommodation businesses. This study examined only two types of modern leadership: transactional and transformational leadership. Therefore, further studies should include different types of leadership.

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