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The Effects of Leadership Styles and the Communication Competency of Bank Managers on the Employee's Job Satisfaction: The Case of Turkish Banks

Münevver Çetin[a] *, Melisa Erdilek Karabay[b] , Mehmet Naci Efe[c],

[a,b] *Marmara University, Istanbul, 34070, Turkey*
[c] *Beykent University, Istanbul, 34500, Turkey*

Abstract

Various researches have involved with the leadership and its effects within the organizations in global literature. A number of theoretical models also deal with the leadership style, and the job satisfaction that focus on the several dimensions on employees' perceptions in an organization. Our study focuses on the notion that leadership styles and the communication competency of bank managers are the basic elements that affect the employees' job satisfaction in Turkish banks. The survey of this study is conducted on deposit banks in Turkey. The obtained data from the questionnaires are investigated through the SPSS statistical packaged software. Empirical findings reveal that interactive leadership style and communication competency have a stronger relationship with job satisfaction. However, transformational and individual oriented leadership don't have any clear influence on bank employees' job satisfaction.

Keywords: Leadership styles, Communication Competency and Job Satisfaction, Turkish Banks

1. Introduction

Leadership has been a "high stake topic" in the field of organizational theory throughout the years. Various studies investigated the ways in which leadership styles affecting the organization from different perspectives. Specifically, leadership style is one of the significant concepts affecting employees' attitudes and behaviors, which might also affect the feelings and thoughts of the employees. Communication competency within this context serves as one of the main pillars that leads the leaders potential to leave a positive influence on the employees. In this respect, leadership style and communication competency could be seen as the fundamental dynamics affecting the job satisfaction of employees.

The scholarship of organizational theory and leadership revealed that job satisfaction has been influenced by many organizational factors, ranging from salaries, job security, workplace conditions, to leadership. Leadership style also has a significant impoact on employees' job satisfaction, commitment and productivity.

* Corresponding author. Tel.: 90216 414 99 89; fax: 90216 347 50 86

There have been various studies on leadership styles and job satisfaction. However, there is scarcity of empirical evidence incorporating communication competency to the scholarship of leadership and job satisfaction in industry. In this study we aim to harmonize the compenents of leadership styles and communication competency from the basis of job satisfaction in the banking sector. Therefore this study is expected to bring unique perspectives to the field of organizational behavior.

The purpose of this study is to examine the extent to which employee's job satisfaction is influenced by the manager's leadership style and communication competency in Turkish deposit banks. This study starts with the literature review on leadership style, communication competency and the job satisfaction. Following the literature, empirical study has been explained following with findings of the survey. Then, the relations between the variables are emphasized and discussed under the light of the related literature.

2. Literature Review

2.1. Job Satisfaction

Job satisfaction is an extensively investigated topic (Allen, Drevs and Ruhe, 1999; Kleinman, 2004, Yukl, 1998) and perceived as one of the critical tools for the job satisfaction of an employee. Studies have shown that the key for the organizational effectiveness, has been on the agenda of many studies including organizational culture and performance (Ogbonna and Harris, 2000), participative management and job satisfaction (Kim, 2002) and organizational commitment (Lok and Crawford, 2004; Jaskyte, 2004). The assumption of "happy employees are more productive rather than productive employees are happier" could be linked to the facts of job satisfaction. Wilkinson and Wagner (1993) asserted that working with a leader who does not provide support as well as revealing hostile behaviors could be stressful for the employees. Besides, Chen and Spector (1991), Brockner (1988) and De Cremer (2003) also noted that negative leader-employee interactions can have a negative influence on the employees' satisfaction showing signs of stress and unwillingness to go to work. Therefore the costs to the firm can be quite high in terms of stress, reduced productivity, increased absenteeism, and turnover (Keashly, Trott and MacLean, 1994; Ribelin, 2003). Besides, managers not only must be supportive and dedicated towards employees' difficulties and problems but also be good listeners for the suggestions and opinions of the employees. Further, these emotions can lead to the following behaviors: aggression, regression, complaining, fighting, psychological withdrawal and quitting the job (Knoop, 1987; Wilkinson and Wagner, 1993). From a management perspective, these emotions can lead to decreased employee performance, tardiness, absenteeism and early retirements (Robbins, 1998; Ribelin, 2003).

2.2. Communication Competency

Scholarship on communication showed that commnucation competency of the manager has a significant role on the satisfaction of the employees. Cushman and Craig (1976) suggested that listening and negotiating skills of the managers are the determining factors in communication competency. Pavitt (1999) noted that managers need to be collaborative in their ways of communication in a way to create a two way channel so that employees can internalize the vision created as a team.

Communication is required for the leader as well as the organization to be efficient and effective (Zıllıoğlu, 1996). By the help of communication the manager can be enable to share, assert and evaluate his/her ideas (Tutar ve Yılmaz, 2003). Rallis ve Goldring (2000) in their study found that the leadership roles of school managers have a positive effect on their collaboration skills and communication competency.

Flauto (1999) studied on a typology or taxonomy of communication competence, in which he noted that leadership, is a social process involving a relationship between individuals. This relationship is enacted through communication. Jurado et al. (2006) also investigated the link between communication theory and the leadership style. Kyoungjo et al (1991) investigated the relationships between leader-subordinate interpersonal communication and subordinate satisfaction in conjunction with leadership. Flauto (1999) also emphasized that communication competence is a prerequisite for effective leadership, as he found in his study that each of the leadership dimensions, was highly

correlated with communication competency. A recent research of Penley et al (1991) showed that the higher performing managers will exhibit, the higher levels of communication skills will be revealed. Wiemann and Backlund (1980); Cupach and Spitzberg (1984) further discussed the strategies for evaluating communication competency.

2.3. Leadership Styles

Leadership styles has proved to be one of the key components of an effective organization. As it was asserted by Drucker (2003), the way how leader interacts with the team can determine the way how employees perform. However, leadership styles have been perceived seperately by some of the managers, which must be implemented as a strategic choice. In this context, instead of choosing only one style, they need to tailor their own leadership style. Research has shown that the most successful leaders have strengths in the following emotional intelligence competencies: self-awareness, self-regulation, motivation and also social skill. According to Goleman (2010), there are six basic styles of leadership; each makes use of the key components of emotional intelligence in different combinations. As all six leadership styles have a measurable effect on each aspect of climate. Hence, the authoritative leadership style has the most positive effect on climate, but three others—affiliative, democratic, and coaching—follow close behind.

In the age of knowledge and technology, organizations need to be under the transformation process through the effective strategies used by their leaders and the leadership team. Bass (1990b) in one of his studies asserted that employees not only perform better when they believe that their managers are not only transformational leaders, but also leaders maintaining the satisfaction among the stakeholders. Medley and Larochelle (1995), Ogbonna and Harris, (2000) and Pagan (2008) investigated the role of leadership styles and job satisfaction.

Besides leadership style, communication competency is also considered to be the determining factor on job satisfaction in the literature. Graen and Bien (1995) have dealt with the common concerns and the issues regarding the leadership and addressed the leadership theory in details in their study.

There are other studies that are involved in the effects of leadership styles on job satisfaction within various sub-titles. One of them is the impact of salesperson transformational leadership behavior on customer relationship marketing behavior (Jayakody and Sanjeewani, 2006). Another study explores the nature of the relationship between transformational leadership and two work-related attitudes, organizational commitment and job satisfaction (Walumbwa, Orwa, Wang and Lawler, 2005). Tichy and Ulrich (1984) questions the outcomes of transactional and transformational leadership and argue that whereas a transactional manager might make adjustments to the organizational tri-pod of mission, structure and human resources, a transformational leader may bring about fundamental changes in the organization's basic political and cultural systems. In this study, three types of leadership styles, "transformational leadership, Interactive leadership and Individual oriented leadership", are examined.

Transformational leadership; Transformational leaders emphasize followers' intrinsic motivation and personal development. They seek to align followers' aspirations and needs with desired organizational outcomes. In so doing, transformational leaders are able to foster followers' commitment to the organizations and inspire them to exceed their expected performance (Sivanathan and Fekken, 2002).

Interactive leadership; It requires a relationship that based on a mutual exchange between leaders and their followers (Burns, 1978). There are some reasons that support the expectation stating it is effective on leadership styles (transformational and interactive leadership) and job satisfaction. Firstly, transformational leaders bring inter-organizational relations to the highest level by actively sharing personal value systems of the staff work in their organization. Transformational leaders also make explanations that link identity of the staff with the common identity of their organizations. Thus, internal motivation of the personnel and the quality of their mutual relations increase much more. Secondly, transformational leaders encourage their staff to internalize the processes of creative thinking by providing intellectual stimulation (Jung, Chow and Wu, 2003).

Transformational leadership is related to the vision themes that are source of inspiration more positively compared to the interactive leadership. On the other hand, interactive leaders are related to setting the agenda, clarifying the rewards, and instrumental themes (House and Shamir, 1993). Interactive leaders always approach their followers within the context of changing something with another: e.g. votes instead of work, campaign premiums instead of

financial support. Such transactions constitute the most important part of the relation between leaders and their followers. On the other hand, transformational leaders feel the need for potential followers but try to meet more important needs in the Maslow's hierarchy of needs and have the chance to utilize full potential of the followers (Bass, 1990). According to Hackman and Johnson (2004), differences between transformational and interactive leaders are mainly based on Maslow's hierarchy of needs. While interactive leaders mainly focus on psychological, safety, and belonging needs; transformational leaders work for meeting basic needs of their followers but they go beyond the exchange by including the employees in all aspects to meet the higher needs such as self-respect and self-actualization.

Individual oriented leadership; As the result of the Michigan University Leadership Research, two main leadership behaviors have been determined as "job-oriented" and "individual-oriented" (Stoner and Freeman, 1992). According to another study, symbiotic relation between leadership and change has two view points as context-driven and individual-driven. For individual-driven point of view, leaders are people who start and maintain the change (Newton, 2002). Consistent with the objectives of the study, two hypotheses were developed for testing:
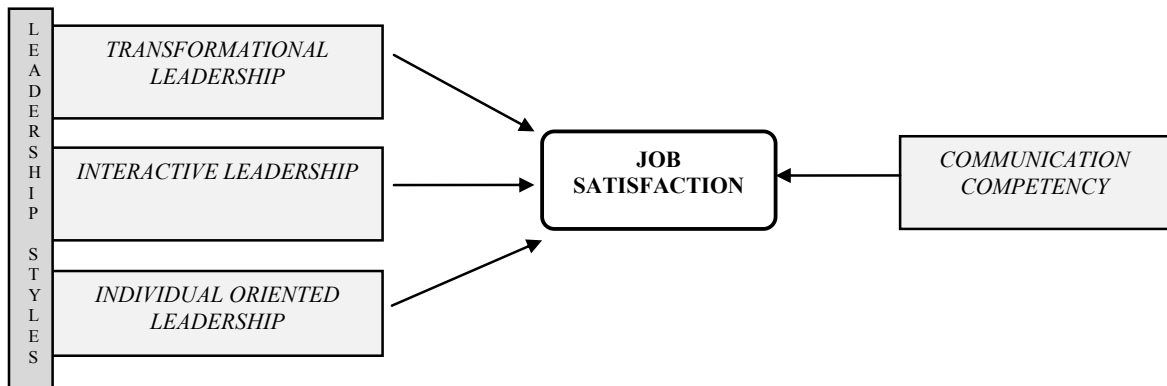
H_o: *Leadership styles of managers do not affect the bank employee's job satisfaction.*
H_1: *Leadership styles of managers affect the bank employee's job satisfaction.*

H_o: *Communication competency of managers do not affect the bank employee's job satisfaction.*
H_1: *Communication competency of managers affect the bank employee's job satisfaction.*

Figure 1- Research Model of the Study

3. Research Methodology

3.1. Research Goal

In this paper we aim to identify the mediating effect of leadership styles and the communicating competency of bank managers on the job satisfaction of employees. To claim the hypotheses, a field survey was conducted.

3.2. The Measuring Instrument

A survey was used as a tool for data collection. This study is based on the survey developed by Wu (2006) to measure the effects of styles on job satisfaction. The questionnaire of Madlock (2006), Miles, Patrick and King (1996) and Downs & Hazen (1977) have also been used to measure the effect of leadership style and communication competency on job satisfaction.

The research instrument contains items prepared on a 5-point Likert scale from: 1-strongly disagree, 2-disagree, 3-neither agree nor disagree, 4-agree, 5-strongly agree. Questionnaires are administered to employees in the branches of deposit banks of Turkey. These questionnaires show the perceptions of employees in regard to each question. The survey of this study is conducted on the staff employed in branches which are public and private owned banks in Turkey, both in the European and the Asian continents. Data obtained from questionnaires is analyzed and the

empirical evidence is evaluated through the regression analyses.

3.3. Research Findings

SPSS statistics program has been used for data analysis. The analyses we used are as follows, respectively: frequency lists regarding demographic features of respondents of the questionnaire; heuristic factor analyses; reliability tests; correlation analysis showing one-to-one relations among variables; and regression analyses for testing research hypothesis. The acceptable error margin in these analyses or in other words, maximum statistical significance level (p value) has been defined as 5%.

3.3.1. Validity and the Reliability

Average deviation and standard deviation values, Cronbach's alpha reliability coefficients, and Pearson correlation coefficients (r) of variables in the model are shown in Table 1. Considering the average values, it is seen that leadership styles, communication competency, and job satisfaction of employees are below the middle value (3) of Likert scale that has points from 1 to 5. Standard deviation values of variables are between 0,75 and 0,92; and this shows that variance (variability) rate between these values is adequate for a valid analysis. Considering correlation coefficients in Table 1, it is seen that there are meaningful and strong one-to-one relations among the variables with an error margin of 1%.

Table 1. Correlation Table

		Mean	Std. Dev.	Relalibity Coeff.	1	2	3	4	5	6
1	Interactive	1,860	0,773	0.879	1,000					
2	Transformational	2,197	0,878	0.878	0,539	1,000				
3	Individual	2,534	0,920	0.786	0,356	**0,572**	1,000			
4	comm1	2,039	0,798	0.821	**0,570**	0,475	0,500	1,000		
5	comm2	1,976	0,836	0.807	**0,591**	0,442	0,406	**0,597**	1,000	
6	jobsats	1,592	0,753	0.934	**0,716**	0,355	0,227	0,499	0,523	1,000

We can also assume that there is strong correlation between the individual oriented leadership and transformational leadership (3 and 2). Also the relationship between the communication competency (1) and communication competency (2) and interactive leadership asserts a strong correlation value. Depending on the findings we can assume that communication competency (2) has also strong correlation with communication competency (1). The highest correlation value (0,716) indicates that job satisfaction and interactive leadership are also correlated.

3.3.2. Demographic Findings

225 employees participated in this study. Of these participants, 53% are females. Also most of the participants (approximately 83%) are below the age of 40. Of the participants, 58% are university graduate. This means the banks generally prefer university graduates as employees. 58% of them have been working for 5 years or less. These are shown in Table 2 below.

Table 2-Descriptive Statistics

			Frequency	Percent	Valid Percent	Cumulative Percent
GENDER	Valid	Woman	120	53,3	53,6	53,6

		Man	104	46,2	46,4	100
		Total	224	99,6	100	
	Missing	System	1	0,4		
	Total		225	100		
AGE	Valid	20-30	79	35,1	35,4	35,4
		31-40	107	47,6	48	83,4
		41-50	37	16,4	16,6	100
		Total	223	99,1	100	
	Missing	System	2	0,9		
	Total		225	100		
EDUCATION	Valid	High School	33	14,7	14,8	14,8
		Undergraduate	48	21,3	21,5	36,3
		Graduate	131	58,2	58,7	95,1
		Masters	9	4	4	99,1
		Doctorate	2	0,9	0,9	100
		Total	223	99,1	100	
	Missing	System	2	0,9		
	Total		225	100		
DURATION/BANK	Valid	0-5 year	126	56	56,3	56,3
		6-10 year	67	29,8	29,9	86,2
		11-15 year	26	11,6	11,6	97,8
		16 and more	5	2,2	2,2	100
		Total	224	99,6	100	
	Missing	System	1	0,4		
	Total		225	100		
DURATION/SECTOR	Valid	0-5 year	58	25,8	26,6	26,6
		6-10 year	73	32,4	33,5	60,1
		11-15 year	68	30,2	31,2	91,3
		16 and more	19	8,4	8,7	100
		Total	218	96,9	100	
	Missing	System	7	3,1		
	Total		225	100		

3.3.3. Factor Analysis

Table 3 and Table 4 reveals that Heuristic Factor Analysis results. The independent variables of our 5-factors theoretical model resulting in Table 3 are; Interactive Leadership, Transformational Leadership, Individual Oriented Leadership, communication competency1, and communication competency2.

Table 3. Factor Analysis

Interactive Leadership	1	2	2	4	5
s14	0,763409				
s15	0,76149				
s21	0,713337				
s19	0,668184				
s20	0,6363				
s16	0,590673				
s13					
Transformational Leadership	1	2	3	4	5
s9		0,818276			
s10		0,774478			
s8		0,734062			
s11		0,711497			
Individual Oriented Leadership	1	2	3	4	5
s9			0,818276		
s10			0,774478		
s8			0,734062		
s11			0,711497		
Communication Competency1					
s28				0,808568	
s29				0,78815	
s31				0,590311	

s27	0,586975
Communication Competency2	
s35	0,755217
s34	0,737717
s37	0,608361
Total Exp. Variance %65.95	

Table 3 shows the distribution of the items allocated for each sub scale. Interactive leadership sub scale consists of 7 items. Transformational leadership sub scale consists of 4 items as well as individual oriented leadership sub scale consists of 4 items. As for communication competency(1) 4 items and communication competency(2) 3 items respectively.

Table 4. Factor Analysis of Job Satisfaction

Job Satisfaction	Components
	1
s43	,874
s40	,858
s39	,848
s41	,847
s44	,800
s38	,788
s45	,779
s42	,745

As can be seen in Table 4, Job satisfaction is collected under only one factor with 8 items. The factor weight of the items are within the range of (,745)-(,874). These scores also showed that the items within this factor has strong loadings.

3.4. Testing the Hypothesis

In Table 5, the regression results of leadership styles and communication competency are given.

Table 5. Leadership Styles and Communication Competency Effect

Independent Variables	Coefficients (Standart beta)	t	p
Interactive Leadership	0,619	9,710	0,000
Transformational Leadership	-0,054	-0,862	0,389
Individual Oriented Leadership	-0,085	-1,435	0,153
Communication Competency1	0,133	2,087	0,038
Communication Competency2	0,135	2,177	0,031
R^2 = 0.543 F = 51.941 p = 0.000			

When the correlation findings are evaluated; the model is quite significant as seen in Table 5 (F=51.941, p=0.000). The R^2 value that is the description ratio of dependent variable of independent variables is found to be 0.543. Independent variables of the model such as Interactive Leadership (β: 0,619, p: 0,000), communication competency1 (β: 0.133, p: 0.038) and communication competency2 (β: 0.135, p: 0.031) are increasing job satisfaction with a significant effect. In addition, transformational and individual oriented leaderships were found to have no effect on job satisfaction.

4. Conclusion and Recommendations

Effective leadership and employee job satisfaction are considered to be the fundamental factors for organisational success. Employees are the most important asset in an organization. A capable leader provides guidance for the organisation and lead followers towards achieving desired goals. Therefore, organizations need to have efficient leaders to lead and motivate their employees in their daily operation so that they can achieve the organizational goals. The banks are the dynamic service sector and the engine of the economy. The leadership styles and the capability of the managers in banks play crucial role in achieving banks' targets. By adopting the appropriate leadership styles, leaders can affect employee job satisfaction. This research explores the relationship among supervisors' transformational, interactive and individual oriented leadership styles and employees' job satisfaction among deposit banks in Turkey. The results in this study showed that interactive leadership style and communication competency have a stronger relationship with job satisfaction. However, transformational and individual oriented leadership don't have any clear influence on bank employees' job satisfaction. Regarding the findings, the leadership affects the job satisfaction in banks. The concepts of interaction and communication could be seen as two counterparts completing one another. The findings of this study supported this assumption with empirical evidence. Communication and interaction could be emphasized as the main pillars of a leader. No matter what the challenges are the power of communication of a supervisor will enable the employees to overcome the roadblocks encountered. In this respect, this study provided insights for the further studies on leadership from the perspectives of the employees working in the banking sector.

This study is expected to highlight the interconnection between the dimensions of leadership style, communication competency and job satisfaction, which could be used in the daily practices of the managers working in the banks. Therefore bank managers could focus on their daily management practices as well as future strategic management steps by taking these three dimensions into consideration. In addition to implementation practices for the banking sector, this study provides perspective for the future academic studies. We based our study on quantitative stance, focusing on the lived experiences of the employees in the banking sector could also bring unique perspectives to the literature. Therefore examining the rich experiences of both the employees and the managers qualitatively could be investigated in further studies. As well this method could also be adopted to the other sectors since job satisfaction, leadership style and communication competency are overlapping themes having equal importance in the service sector.

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