

# **The Impact of Leadership Attributes on Job Satisfaction**

**Hüseyin Akdoğan, Yasin Köse & Hasan Büker** EGM / University of North Texas,  
University of Texas at Dallas

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## **Introduction**

Human as a capital of organization systems play an important role in promoting and providing efficient and effective organizations. In order for organizations to carry out the goals, they should have effective leaders and employees. This is because they cannot survive if leaders and employees do not put enough effort and commitment for organizations. At this point, job satisfaction seems very important in obtaining and keeping effective employees and personnel (Rad and Yarmohammadian 2006, xi-xii).

If employees have low-level of satisfaction at work, they may seek appropriate time to leave the job and may have less commitment to their job. However, if they cannot find any opportunity to quit the job, they may “emotionally or mentally withdraw from the organization.” In this regard, job satisfaction plays an important role about the employee’s function and input to the organization (Lok and Crawford 2004, 321).

Numerous studies on job satisfaction and employees’ perception about their leaders’ behaviors and style have been examined in the earlier studies ( Walumbva, Wang, Lawler, and Shi, 2004; Fuller, Morrison, Jones, Bridger, and Brown 1999; Chemers and Ayman 1985). For example, leadership behaviors and employee’s job satisfaction were found to be positively related. Leadership behaviors explain 29% of variation in job satisfaction (Loke 2001). Another study carried out by McNeese-Smith (1997) showed that manager’s behaviors influence nurses’ job satisfaction.

However, the police officers’ perception about their leaders and their job satisfaction were not widely explored in Turkish National Police. Thus, this study investigates the relationship between how police officers perceive their managers and their overall job satisfaction. The result of this research will help police leaders understand effects of their behaviors and management styles on employee job satisfaction.

## **Job Satisfaction and Leadership**

The concept of job satisfaction usually refers to “a pleasurable or positive emotional state resulting from the appraisal of one’s job” (Locke, 1976, p.1300). There can be numerous factors that influence job satisfaction; pay, promotion, autonomy, working conditions, job security, and organizational environment. On the other hand, low job satisfaction can emanate from the existence of role conflict, personal and organizational factors, and bad relations with colleagues (Deloach 2003, Thyer 2003). Low job satisfaction may lead to absenteeism from job, complaint about the job, come late to the job, and high turnover (Rad and Yarmohammadian 2006). The reason behind studying job satisfaction is that individuals who are less satisfied in their job will have low morale and depart the job easily. Keeping employees and preventing turnover is very critical for sustaining organizations. In addition, Buzawa (1984, 61) points out that “studying patterns of job satisfaction is important due to their correlation with important employee behavioral characteristics and potentially dramatic effects on overall performance of the organization.” Similarly, not only does job satisfaction provide employees with improving their psychological and physical structures, but it also relates to performance in their job (Ilardi et al 1993; Vroom 1964).

Leadership is one of the important determinants of job satisfactions. Leaders influence people towards the objectives of the organizations (Skansi 2000). Numerous studies have examined the relationship between job satisfaction and leadership behavior and style within health care area (Seo et al., 2004; Lowe et al., 1996), military, educational, fire service, and business organizations (Cook et al., 1989; Bass 1990; Bartolo and Furlonger 2000; Bogler 2001). In this regard, it is argued that employees’ perception about their leaders determine the success of their organization and their job satisfaction, commitment, and productivity (Rad and Yarmohammadian 2006).

Even though there are many leadership styles and theories, no single one dominates each other (autocratic, bureaucratic, laissez-faire, democratic, participative, situational, transactional, transformational, and servant leadership). However, as in the case of definition of leadership, it is not agreed upon any particular type of leadership behavior and style that will influence job satisfaction positively (Rad and Yarmohammadian 2006). Yet, the literature cites transformational leadership studies and its effects on job satisfaction for different settings (Walumbwa, Wang, Lawler, and Shi, 2004; Walumbwa, Orwa, Wang, and Lawler 2005; Rafferty

and Griffin 2006; Griffith 2004; Gullo and Gerstle 2004; Bogler 2002; Podsakoff, Mackenzie, and Bommer 1996).

However, the literature is limited in investigating the relationship between police officer's perception about their leadership behaviors and style (in particular for transformational leadership) and their job satisfaction (Bailey 1995). In particular, it is common view in policing literature that in order for police officers to show better performance, they should have certain level of satisfaction at work. However, to affirm this claim, no study has appeared so far (Skogan and Frydl 2004).

In the United States, studies that investigate the job satisfaction of law enforcement personnel indicate that because of top-down hierarchy in police organizations, police leaders acted in such manner. Hence, police leaders were interested in processes and took authoritative approach, which, in turn, led to decline in the level of police officers' job satisfaction (Walker 1999). For example, Zhao et al (1999) argued that because of hierarchical structure of police organization, police officers could have low-level of job satisfaction with management. In addition, these studies revealed that if police officers have emotional connection to their work place, they are highly motivated at work (Ashforth and Humphrey 1995). In this regard, the key action for police leaders becomes to promote positive behaviors of police officers. Hence, studying job satisfaction of police officers gains importance for police leaders (Engle, 2003). Importantly, Engle and Worden (2003) inform that studies that investigate the relationship between supervision and police officer's job satisfaction are necessary.

Previous studies indicate that leadership behavior and style is associated with high-level employee satisfactions with their managers. This study intends to examine this relationship among Turkish National Police officers. Apart from the common research designs on leadership using specially structured leadership tools such as MLE, this study uses a secondary data on police job satisfaction. Since the data contains management questions to measure one of the facets of job satisfaction, we manipulated these questions to look at the correlation between management attributes and total job satisfaction of police officers.

## **Method**

### *Data*

The data used for this study is the same data, which Buker and Wiecko (2006) reported some of the findings on their articles “Are causes of police stress global? Testing the effects of common police stressors on the Turkish National Police”.

A pilot study to identify the vague questions, if there are, was conducted to 25 participants. After the pilot study, the survey was conducted in seven different city police departments. The data used for this study was delivered the seven different city police departments at the seven different geographical regions of Turkey upon approval of the department officials. The survey was conducted in 2005, after informing the responsible unit of the department’s headquarters about the research goals, target population and survey questions. The approval appeal was based on the anonymity and volunteer participation and this was mentioned to police officers, civilian police personnel, and mid-level managers in the departments.

The departments designated vacant rooms for their personnel who want to participate the survey voluntarily. The researchers delivered the surveys to officers in these designated rooms by stressing their right to leave the room whenever they want by completing or without completing the survey. With 80 percent response rate, 812 surveys were filled and returned out of 1015. The responses were entered to SPSS-15 and the analyses were done by SPSS-15.

### *Research Design*

Management, one of the facets of the job satisfaction, is correlated with total job satisfaction of the participants in this study. While most of the studies examining both job satisfaction and leadership relied on data derived from the US police organizations, which are mostly local law enforcement agencies this study is examines these factors on a national, centralized, and multi-jurisdictional law enforcement agency outside the US: Turkish National Police (TNP). These features of TNP ensure that the policing applications in all city police departments reflect almost the same mentality because the laws regulating policing and training, and education background of the officers are the same.

There were 18 questions to measure one of the facets of job satisfaction in the dataset. We did a factor analysis for these questions. The analysis revealed that these 18 questions could be divided into two groups based on their factor loadings. The questions and the factor loading are shown in the table 1.

<b>Table- 1: Factor loadings for management questions</b>		
	Component	
	1	2
MANAGEMENT: ASKS MY ADVICE	0.605	
MANAGEMENT: TELLS ME WHERE I STAND	0.399	
MANAGEMENT: ANNOYING		0.600
MANAGEMENT: STUBBORN		0.581
MANAGEMENT: KNOWS JOB WELL	0.611	
MANAGEMENT: BAD		0.587
MANAGEMENT: INTELLIGENT	0.632	
MANAGEMENT: LEAVES ME ON MY OWN	0.486	
MANAGEMENT: AROUND WHEN NEEDED	0.515	
MANAGEMENT: LAZY		0.505
MANAGEMENT: HARD TO PLEASE		0.335
MANAGEMENT: IMPOLITE		0.628
MANAGEMENT: PRAISES GOOD WORK	0.527	
MANAGEMENT: TACTFUL	0.694	
MANAGEMENT: INFLUENTIAL	0.690	
MANAGEMENT: UP-TO-DATE	0.709	

MANAGEMENT: NOT ENOUGH SUPERVISE	0.405
MANAGEMENT: QUICK TEMPERED	0.538

As it can be seen in the table, the management questions have two main groups. The first group is listing the positive attributes of the management and the second group is listing the negative attributes of the management. Therefore, we created two scales about management attributes: positive and negative. In addition, we recoded the answers of management questions. Initially the answers were 1=yes, 2=no, 3=not decided . For the positive attributes questions we recoded the answers as 0=not decided, 1=no and 2=yes (the range will be 0; not decided, 10 no positive attributes, and 20; all positive attributes). Thus, the more points for the scales for positive attributes mean the more positive attributes for the management. We, then recoded, the negative attributes as 0=not decided, 1=no and 2=yes (the range will be 0; not decided, 8; no negative attributes, and 16; all negative attributes). This recoding ensured that low scores indicate less negative attributes and high score indicates more negative attributes.

### **Dependent Variable**

Total job satisfaction of police officers is the primary dependent variable in this study. Although some researchers measured job satisfaction with single or two items (Reiss, 1967; Sheley and Nock, 1979; Davey, Obst and Sheehan, 2001 & Rogers, 2003) it is widely believed and employed to measure the job satisfaction with multiple items and even with multiple facets. In this study, a faceted measure of job satisfaction, Job Descriptive Index (JDI) was used (Smith, Kendall, & Hulin, 1969). This instrument includes five facets of the job satisfaction: satisfaction with work itself, supervisor, co-workers, pay, and promotion. Several studies (see Hulin, 1969; Hulin & Water, 1971) proved the validity of this measure. In the analysis for this piece, one of the facets, satisfaction with supervisor ( $\alpha=.72$ ), is correlated with total job satisfaction score.

### **Independent Variables**

Demographic characteristics of both the participants (age, gender, rank, marital status, education level, and years in the department) and the jurisdictions (the actual number of crime /population rate (for each 1000 people), number of crime /number of officer rate (for each 100

sworn officer) were the independent variables in the analyses. Number of crime represents the total of cases in 2004 that the police department actually dealt with, based on the official records of each jurisdiction's police department. Population is derived from the General Census of Turkey (2000). Number of officers, reflects only the sworn personnel of the department.

## Findings

Since it is a descriptive study, we initially produced correlation matrix to see the correlations between both dependent variable and independent variables. The correlations between some of the variables are presented in table-2 Correlation Matrix.

**Table-2 Correlation Matrix**

		totalsatisfaction	negativeattribute	positiveattribute	s1v5 CURRENT RANK	s1v6 EDUCATIONAL STATUS	s1v8 YEARS EMPLOYED BY TNP	s1v10 WHETHER OR NOT RESPONENT'S SUPERVISOR HAS OFFICER EXPERIENCE
totalsatisfaction	r	1						
negativeattribute	r	-.446(**)	1					
positiveattribute	r	.688(**)	-.202(**)	1				
s1v5 RANK	r	.179(**)	-0.042	.101(**)	1			
s1v6 EDUCATION	r	0.042	-0.020	-0.001	.409(**)	1		
s1v8 YEARS EMPLOYED BY TNP	r	.105(**)	-0.042	.095(**)	-0.008	-.166(**)	1	
s1v10	r	.076(*)	-.103(**)	.152(**)	.077(*)	0.054	-.105(**)	1

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

\* . Correlation is significant at the 0.05 level (2-tailed).

According to the bivariate correlation, total job satisfaction is found positively correlated with positive attributes of the management. On the other side, it is found negatively correlated with negative management attributes. In other words, police officers satisfaction with their job is related to the attributes of their managers. If managers have more positive management attributes and less negative attributes, then, police officers job satisfaction is getting higher.

In bivariate level, police officers total job satisfaction is also found correlated with the rank, service year in TNP and whether or not the respondent's supervisor has an officer experience or not.

After bivariate analysis, we run the OLS regression analysis. The results of the OLS regression analysis is presented in table- 3. The independent variables in the model explained almost 60 percent of the variation in the total job satisfaction ( $R^2=.590$ ).

**Table-3. Results (Dependent variable is total satisfaction).**

	<b>Model</b>
<b>Variable</b>	<b>B</b>
(Constant)	12.063 (2.011)
positiveattribute	1.486** (.057)
negativeattribute	-1.074** (.083)
crimeoffrate	.003* (.001)
crimepoprate	-.106 * (.050)
jur JURISDICTION where the respondent works	-.193 (.137)
s1v3 AGE of Respondent	.331 (.440)
s1v5 CURRENT RANK	2.077**



	(.468)
s1v6 EDUCATIONAL STATUS	.017 (.275)
s1v8 YEARS EMPLOYED BY TNP	.068 (.271)
s1v10 WHETHER OR NOT THE RESPONENT'S SUPERVISOR HAS OFFICER EXPERIENCE	-.970* (.480)
<b>R<sup>2</sup></b>	.590
<b>N</b>	812

*Note: \*p<0.05, \*\*p<0.01. Number in parenthesis shows the standard errors.*

Positive attributes of managers, negative attributes of managers, current rank of the respondents, crime / officer rate, crime / population rate and supervisor's officer experience variables are found statistically significant with total job satisfaction.

Holding other variables constant, every point increase in positive attributes of managers' results 1.486-point increase in total job satisfaction of police officers (b=1.486, p<.001). On the other hand, every point increase in negative attributes of managers' results 1.074 point decrease in total job satisfaction of police officers (b=-1.074, p<.001).

## **Conclusion**

Human beings are the most precious capital of organization systems to provide efficient and effective organizations. Leaders and employees carry out the organization to its goals. Organizations cannot survive if leaders and employees do not put enough effort and commitment for organizations. The researches proved that job satisfaction is very important in obtaining and keeping effective employees and personnel.

This study investigated the relation between the attitudes of managements and the job satisfaction of the employees. As a case, Turkish National Police Organization is investigated. The results showed that the attitudes of managers are directly affecting the job satisfaction of the employees. Therefore, besides other factors affecting job satisfaction, organizations should be very careful about their managers and their attitudes to the employees. Turkish National Police

has a central and a quasi-military structure. In this structure, managers and officers must have different educations. Leadership education should be scheduled in the police faculty where managers of TNP are educated and given a bachelor's degree. Since the Police faculty graduates are managers during their whole service years, they should learn how to lead and manage their personnel effectively and efficiently.

As a limitation of this study, we used a secondary data measuring the job satisfaction of Turkish National Police officers. Since the data does not contain specifically constructed leadership measurement scales, and questions, we employed the questions in the management facet of job satisfaction. The future researches can employ specifically constructed leadership tools and job satisfaction tools to measure the relationship between these two vital concepts of the organizations.

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