

The Impact of Transformational Leadership on Job Satisfaction and Work Value: A Study in İstanbul's Hospitality Sector

Cihan Yılmaz / Asst. Prof. Dr. 

Doğuş University, Vocational School, Tourism and Hotel Management Program
cyilmaz@dogus.edu.tr

Abstract

Operational methodologies, performance metrics, and organizational cultural paradigms in the business world shape the modern work ecosystem. Corporate executives govern human resources through their knowledge and experience, influencing human capital positively or negatively. This interaction impacts the speed or stability of achieving corporate objectives. Multidisciplinary corporate structures implement systematic organizational behavior paradigms affecting stakeholders and human resources. Leadership characteristics play a pivotal role in balancing these effects, influencing sustainable growth and organizational continuity.

The leadership approach's impact on job satisfaction and human capital's value perception is a key determinant in this process. This phenomenon is particularly evident in labor-intensive sectors like tourism, where leadership typology significantly affects employees' motivation, commitment, and satisfaction. Accommodation establishments, as a major component of the tourism industry, offer a valuable context

for examining these dynamics.

This research aims to analyze the effect of transformational leadership on job satisfaction and work value in five-star hospitality establishments in İstanbul. Data were collected in 2024 via surveys administered to employees. To evaluate the findings, quantitative analysis methods were employed, including tests for normality, validity and reliability assessments, regression analysis, ANOVA and t-tests.

Empirical results reveal that transformational leadership positively and moderately influences employees' job satisfaction and work values. A significant and strong correlation was also identified between these variables, highlighting the critical role of transformational leadership in enhancing employee outcomes and organizational success.

Keywords: Transformational Leadership, Job Satisfaction, Work Value, Tourism

JEL Codes: L8, Z3

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1. Introduction

The multidisciplinary effects of globalization have precipitated economic, technological, and social transformations, compelling organizational structures to develop innovative strategies for sustainable success. In this context, it is imperative for institutions to systematically implement innovative approaches, facilitate employee adaptation processes, maximize job satisfaction, and enhance value creation potential for the optimization of organizational change and development processes. In this paradigm shift, the critical importance of the leadership function becomes evident. Leaders possess a dominant role in the realization of organizational objectives. In today's hypercompetitive national and global business ecosystem, leaders must motivate employees with heterogeneous mindsets, optimize job satisfaction, and establish collective synergy to achieve corporate goals. Within the scope of this research, transactional leadership which is a traditional management paradigm based on performance-reward correlation that meets employees' basic needs and transformational leadership is a modern approach that influences employees through charismatic and behavioral characteristics, instills strategic vision, embraces authority delegation, and establishes relationships based on ethical principles have been analyzed. The concept of transformational leadership can be conceptualized as a transformational leadership paradigm that aims to transform organizational structure from a static formation to a dynamic, synergistic, and interactive configuration by making change and innovation an integral part of corporate culture. Particularly, the continuous change and innovation dynamics characteristic of our century have significantly intensified organizations' need for such a leadership approach.

A review of recent literature reveals that the concept of leadership has been comprehensively examined across various sectors, with diverse leadership paradigms being analyzed, particularly noting the prominence of transformational and transactional leadership approaches in academic discourse. Given that human resources constitute the fundamental basis of enterprises and production factors, the necessity for organizational structuring becomes evident (Erdöğruca, 2011). In this context, organizational requirements make the presence of leadership and leader figures indispensable. Within the framework of the information society paradigm triggered by the globalization process, the adoption of situational leadership approaches has become imperative. In determining leadership styles, corporate objectives and managerial focal points emerge as decisive factors (McColl-Kennedy and Anderson, 2002). Academic literature suggests that transformational leaders catalyze sustainability, change management, and innovation processes by optimizing employee motivation (Jung, Chow, and Wu, 2003; Keller, 1992; Shin

and Zhou, 2003). Transformational leadership theorists argue that this leadership model is more effective in optimizing follower performance compared to transactional, passive, and directive leadership models. Researchers referenced by Berson and Avolio (2004) support the effectiveness of transformational leadership with empirical findings. It has been determined that transformational leaders' capacity to perceive and shape environmental factors and disseminate strategic objectives optimizes followers' goal orientation (Berson and Avolio, 2004). Researchers emphasize that leaders' visionary approaches and supportive attitudes enhance employee motivation (Shin and Zhou, 2003). However, alternative approaches focus on utilitarian leadership models that prioritize the pragmatic utilization of employees' capacities in operational project management. From this perspective, Mumford and colleagues (Mumford et al., 2007) emphasize the critical role of technical competencies and skills (such as problem identification) in innovation and change management.

Well-established hospitality enterprises, which demonstrate sustainable growth by expanding their operational domains in transformational business environments, exhibit distinctive management paradigms in their organizational structures and incorporate multi-layered leadership positions. Within this complex framework, the optimization of employee job satisfaction and organizational commitment levels emerges as a critical necessity. This research, considering the interactive nature of enterprises in the hospitality sector, centers on the transformational leadership paradigm and aims to make an original contribution to the literature. The study is structured within a systematic methodology comprising four main sections: In the first section, leadership theories and the transformational leadership paradigm are comprehensively examined. The second section investigates employees' perception of work value and their position within organizational dynamics. The third section analyzes the historical development of the job satisfaction concept and its place in organizational behavior literature. In the fourth section, empirical data collected from 393 personnel employed in hospitality establishments specifically in İstanbul province is analyzed within the context of the aforementioned three theoretical frameworks. The research concludes with an evaluation of the findings and presents recommendations for future studies.

2. Leadership and Transformational Leadership Concepts: A Theoretical Framework

When individuals recognize specific needs and objectives that exceed their capacities, they tend to develop collective interaction mechanisms. This phenomenon is conceptualized as the socialization

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process. Socialization is defined as a multidimensional process encompassing an individual's social integration from birth. The characteristic feature of socialization is the individual's capacity to develop mutual solidarity and cooperation mechanisms with other members of society. In social organization, primitive division of labor has evolved into professional specialization over time. During this transformation process, occupational categories assuming different functional roles emerged, and this diversification contributed to the sustainability of the social system by increasing the complexity of social structure. Technological innovations facilitated the emergence of a technical division of labor by elevating the level

of specialization (Erkal, 1987). Within this organizational context, the leadership terminology leader, to lead, and leadership derived etymologically from the Anglo-Saxon word "lead" (path/direction) has gained significance. The origin of the word "lead" is rooted in "leaden" (to travel/to go). Anglo-Saxons, due to their maritime traditions, also utilized this term in the context of navigation. Conceptually, a leader is defined as an actor who determines direction. Terminologically, it carries an equivalent meaning with "dux" (path/journey) in Latin and "hemegeon" in Ancient Greek (Saruhan et al., 2013). The concept of leadership has been subject to multiple definitions in the literature.

Table 1. Leadership Definitions and Historical Evolution (Adigüzel, 2022)

Source and Date	Definition
Cooley, 1902	The ability to manage social movements.
Mumford, 1906	The emergence of an individual from within a social movement who assumes responsibility and takes a leadership position.
Bogardus, 1934	It refers to the period during which an individual, whose insights are sought not only for group and personality dynamics but also for intellectual exchange, remains influential.
Kilbourne, 1935	The capacity to demonstrate possession of numerous admired personality characteristics.
Knickerbocker, 1948	It is the relationship between possessing and effectively managing all resources necessary to meet the needs of all members within an established group.
Koontz ve O'Donnel, 1955	The ability to influence individuals toward a predetermined objective.
Hempfill ve Cons, 1957	It encompasses all behaviors exhibited by an individual who has assumed responsibility for directing group behaviors toward a specified goal.
Weschler ve Massarik, 1961	The facilitation of proper interaction among individuals directed toward a predetermined subject matter.
Lipham, 1964	Leadership is the initiation of a new structure and process to achieve organizational aims and objectives.
Stogdill, 1974	The establishment and maintenance of mutual behavioral consensus and ideological alignment within a structure created for a specific goal.
Dubrin, 1978	It is a process that adapts a goal-oriented group toward appropriate actions and serves as a problem-solving mechanism for challenges they encounter.
Katz ve Kahn, 1978	The ability to create a significant impact on group members' performance levels.
Rauch ve Behling, 1984	The activities of influencing the behaviors of a group assembled to accomplish a specific purpose toward their intended objectives.

The concept of leadership constitutes a focal point of ongoing academic research and scientific investigations. One of the fundamental reasons for the lack of consensus regarding the leadership phenomenon stems from its multidimensional structure and the complex nature of its content. Another factor is the global dynamics that organizations face and the consequent continuous evolution of the leadership paradigm. In the literature, the common ground between leadership and management concepts is defined as the necessity to direct group dy-

namics toward specific objectives and the utilization of authority in this process (Eraslan, 2004). Transformational leadership theories have undergone a paradigmatic transformation since 1978 through the pioneering works of J.M. Burns and B.M. Bass. This theoretical framework has contributed new perspectives to leadership literature. These approaches are categorized as transformational leadership, transactional leadership, charismatic leadership, strategic leadership, and servant leadership (Bektaş, 2016). Within the theoretical framework of this research,

the transformational leadership model, one of the transformational leadership approaches, will be examined in detail.

The concept of transformational leadership is a terminology employed to describe a broad spectrum of leaders operating across various domains. This concept elicits polarized societal perceptions, garnering appreciation from some individuals while being subject to critical evaluation by others (Berber, 2000). The theoretical framework of the present research is positioned within the transformational leadership paradigm, encompassing follower integration into the leadership process and the leader's visionary development. The emergence of transformational leadership theory in the 1970s is associated with changes in economic, sociological, and geopolitical dynamics. These transformations stem from technological innovations, intensified competitive conditions due to global economic development, and demographic structural changes that emerged following the 25 years of stability after World War II (Simic, 1998).

Burns (1978) conceptualizes transformational leadership as a process of mobilizing followers through the utilization of economic and political power mechanisms to achieve collective or individual objectives. According to Luthans (2011), within the transformational leadership paradigm, the leader acts as a catalyst facilitating transformational change in followers' needs, beliefs, and value systems. The fundamental characteristic of transformational leaders is their propensity to question existing structural and operational paradigms to optimize organizational development. In this context, the transformational leader assumes a catalytic role by providing intellectual stimulation to followers, seeking to integrate individual interests with organizational and societal benefits. The primary objective of the transformational leadership model is the maximization of self-awareness. In this model, vision represents the process of achieving collectively determined objectives. As emphasized by Airaksinen-Aminoff (2018), this transformational process necessitates active participation not only from the leader but also from the followers.

Bass developed a psychometric instrument called the "Multifactor Leadership Questionnaire (MLQ)" that operationalizes transformational and transactional leadership paradigms. Subsequently, through collaborative efforts between Bass and Bruce J. Avolio, methodological revisions were implemented in the MLQ. These modifications contributed significantly to the epistemological development of transformational leadership theory. Empirical findings in the literature indicate that creative personnel's performance is maximized when their intrinsic motivation mechanisms, cognitive styles, and capacities are optimized (Amabile, 1996). The MLQ has been utilized with methodological adaptations in

various studies examining the transformational leadership phenomenon (Bryman, 1992; Bycio, Hackett, and Allen, 1995; Podsakoff et al., 1994; Hunt, 1999). Furthermore, empirical research demonstrates that transformational leaders generate statistically significant positive correlations in organizational parameters such as job satisfaction, motivation, productivity, and performance, leading to superior organizational outcomes (Masi and Cooke, 2000; Dasborough and Ashkanasy, 2002; Pirola-Merlo et al., 2002).

2.1. The Concept of Job Satisfaction

The concept of job satisfaction is extensively studied in the literature as one of the fundamental determinants of work motivation (Sweeney, Hohenshil, and Fortune, 2002). This concept attracts significant attention from both employees in organizational structures and academic researchers (Lu, While, and Barriball, 2005). The phenomenon of job satisfaction holds a central position in human resources management and organizational behavior literature. Within the conceptual framework, job satisfaction is conceptualized as the totality of positive emotional reactions stemming from an individual's professional, socio-cultural, and interpersonal interactions. Although various definitions have been proposed from different theoretical perspectives in the literature, they fundamentally represent employees' positive or negative evaluations of their profession (Froese and Xiao, 2011). Among the operational definitions of job satisfaction are: a positive emotional state created by professional experiences (Kayabasi, 2019), expectation-realization congruence (Oksay, 2011), level of psycho-social needs fulfillment (Hos and Oksay, 2015), attitudinal tendencies toward work (Aşan and Özyer, 2008), expectation-perception differential (Tengilimoğlu, 2005), aggregation of attitudes related to professional dimensions (Carikci, 2000), and employees' cognitive-affective evaluations of work (Yuksel, 1990). From an epistemological perspective, job satisfaction can be conceptualized as a general attitudinal orientation toward the profession or professional elements (Oshagbemi, 2000). Historically, a rich literature has developed on job satisfaction, and it has been examined from a multidisciplinary perspective including nursing, psychology, sociology, organizational behavior, and management science (Speroff, 1955; Locke, 1969; Naumann, 1993; Oshagbemi, 2000; Carikci, 2000; Tengilimoğlu, 2005; Asik, 2010).

In the literature definitions of job satisfaction, individual professional adaptation, and subjective contentment emerge as common denominators. In this context, job satisfaction can be conceptualized as a positive psychological state that emerges when an individual's professional expectations, goals, and interests converge with the organizational structure in a harmonious foundation. Employees derive posi-

ve outcomes from their experiences of satisfaction in the work environment. An individual's emotional state in daily life affects their professional performance, and similarly, their work experiences permeate into their private life. Moreover, individuals spend more time working hours than in their home environment. In this regard, negative conditions and dissatisfaction in the workplace generate adverse implications for the organizational structure (Kallerberg, 1977). The significance of job satisfaction has been examined at individual, managerial, and institutional levels. Meeting employees' professional expectations facilitates an increase in satisfaction levels. This phenomenon is significant at the individual level as it elevates employee commitment and motivation. Additionally, job satisfaction has the potential to positively influence employee-manager relations. This effect contributes to organizational success by supporting the achievement of organizational objectives (Özpehlivan, 2018). Job satisfaction is influenced by internal and external factors. Internal factors comprise intrinsic rewards related to work. Recognition, achievement, assumption of responsibility, and personal development can be evaluated in this category. External factors, however, stem from the extrinsic nature of environmental rewards. Service protocols, commercial relations, working conditions, and managerial practices can be considered within the scope of external factors (Abouraia and Othman, 2017).

Job satisfaction is a complex phenomenon that emerges from the interaction of various factors. Different approaches exist in the literature regarding the classification of these factors. Mullins (2010) systematically categorized the factors affecting job satisfaction from a comprehensive perspective into five categories: individual, social, cultural, organizational, and environmental factors. Each category encompasses specific variables within itself. In an alternative approach, factors influencing job satisfaction have been examined from a more holistic perspective, categorized into two fundamental groups: individual and organizational factors (Erdogan, 1996). According to Bayrak Kok (2006), while individual factors comprise elements encompassing one's emotions, thoughts, expectations, and physical, psychological, and security needs; organizational factors consist of parameters affecting the physical and psychological conditions of work and their alignment with individual expectations. In a recent study conducted by Ozpehlivan (2018), individual factors affecting job satisfaction were categorized as gender, age, organizational tenure, marital status, educational level, professional experience, status, personality characteristics, position and hierarchical level, work attitude, sociocultural environment, intellectual capacity, competencies, and value judgments. Organizational factors were examined within the framework of variables such as physical working conditions, reward

systems, compensation policies, motivation mechanisms, job design, organizational structure, colleague relationships, hierarchical communication, work-related stress, mentoring practices, social interaction, leadership approach, career development opportunities, participation in decision-making processes, corporate communication, recognition mechanisms, organizational culture, technological infrastructure, and job monotony.

2.2. The Concept of Work Value

The concept of value is comprehensively examined through a multidisciplinary approach across various behavioral and social sciences, including philosophy, theology, anthropology, political science, sociology, economics, and psychology. However, due to divergent approaches in its epistemological and ontological dimensions, as with many other concepts in social sciences, a consensus on the concept of "value" has not been achieved (Silah, 2000). An individual's value system constitutes fundamental elements that shape their life perspective, worldview, and existential philosophy. In this context, values play a crucial role in personality formation and development. The personality structure of an individual is directly correlated with the choices made within this value system. The hierarchical structuring of values not only determines the general framework of personality but also influences the reflection of this structure on professional life and the formation of work values within the affiliated professional group (Şentürk, 2010). The concept of work values is conceptualized as a phenomenon encompassing interpersonal relations and interactions within the work environment. This concept involves systematically analyzing individuals' priorities in their professional lives and their expectations regarding work life. The responses to questions emerging during an employee's self-evaluation process, such as "What is my work motivation?", "What are my professional expectations?", "Do current working conditions and institutional rights meet my expectations?" constitute the individual's work values system (Avcı, 2011).

The concept of work values has been examined from various perspectives by different scholars in the literature. According to Super's theoretical framework, work values constitute the qualitative characteristics and satisfaction elements that individuals seek in their professional activities, and are considered a subset of an individual's general value system (Ferk, 1998). Zytowsky (1970) conceptualized work values as a construct expressing the correlation between need level and degree of satisfaction. Vos, et al. (2005) define work values as relatively stable sets of objectives that individuals aim to achieve in their professional lives. In Elizur's approach, work values are conceptualized as "the degree of importance

an individual attributes to specific outcomes in their professional life." An alternative theoretical perspective considers values as "behavioral norms based on an individual's intrinsic motivations." Work values can also be evaluated as an analytical perspective for comprehending, developing, and modifying occupational roles. In this context, work values function as normative standards that guide behavioral tendencies, judgments, and situational assessments (Altaş, 2004). The concept of work values has been subject to various classifications in academic literature. A prominent example of these taxonomies is the seven-category classification system developed by Meglino et al. (1991). In this systematic approach, work values are examined within the framework of desired behavioral patterns and are categorized as follows (George and Jones, 1997): performance optimization, social interaction, ethical behavior, work discipline, positive outcome orientation, social responsibility, and integrity.

The literature on work values reflects a comprehensive body of research. The primary reason for the intensive study of this field compared to other social sciences is that work-life has multidimensional effects beyond economic returns, including social integration, social status, consumption patterns, health status, and family dynamics (Roe and Ester, 1999).

Empirical studies have examined the relationships between work values and demographic variables. Miller's (2006) research in the hospitality sector found no statistically significant correlation between work values and age variables. However, Eslinger (2000) analyzed work values from an intergenerational differences perspective and observed significant variations. These findings indicate that different age cohorts may exhibit heterogeneous structures in terms of work values. Research conducted by Fields (2002) revealed that Protestant work ethic demonstrates negative correlations with age, education level, and attitudes toward recreational activities. Additionally, an inverse relationship was identified between variables such as organizational commitment, professional dedication, job involvement, and the rejection of unethical behaviors. Lyons and colleagues (2006) conducted a comparative analysis of work values across sectors. Systematic differences were identified among employees in public, private, and quasi-public sectors. It was determined that quasi-public sector employees attributed greater importance to socially beneficial work compared to public sector employees, while public sector employees demonstrated higher sensitivity in this dimension compared to private sector employees. Three fundamental research paradigms emerge in the work values literature: (1) research based on identifying structural components of work values and hypothesis testing, (2) Correlational studies examining the interaction of work values with individual, social, and organizational variables, (3) Cross-cultural comparative research

analyzing the impact of national culture on work values (Sagie et al., 1996).

3. Methodology

3.1. Significance and Objectives of the Research

The primary objective of this research is to examine, through scientific methodologies, the effects of transformational leadership behaviors exhibited by managerial staff in hospitality establishments on employees' job satisfaction and work value perceptions. Within the scope of subsidiary objectives, the study aims to conduct a structural analysis of transformational leadership practices implemented in Turkish hospitality establishments and evaluate the parameters of employee work value and job satisfaction. Furthermore, the research seeks to statistically determine the differentiation of these variables within the context of employees' demographic characteristics (generation, gender, educational level, and income level).

The research is anticipated to make methodological and theoretical contributions to the relevant academic literature, while also providing scientifically based recommendations for sector stakeholders regarding the optimization of their operational processes. Within this framework, the empirical findings are expected to hold paradigmatic significance in both academic platforms and practical applications.

3.2. Research Methodology

In this study, quantitative research methodology was employed, and accordingly, the study was designed using a causal research model. A comprehensive literature review was conducted to identify appropriate measurement scales. The decision was made to utilize previously designed and validated scales for the implementation of the study. Three distinct scales were employed for testing the desired variables. Different scales were utilized for the measurement of leadership, work value, and job satisfaction. To assess transformational leadership, a 20-item subscale from the Multifactor Leadership Questionnaire developed by Bass (1985), as referenced in Kahya's (2013) doctoral dissertation, was employed. For measuring work value, the 25-item scale developed by Gursoy, Chi, and Karadag (2013) was implemented. To determine job satisfaction levels, the 13-item scale constructed by Calisan and Koroglu (2024) was administered.

The survey utilized in this research consists of four sections. The first section contains statements designed to measure transformational leadership characteristics. The second section encompasses items intended to assess work value. The third section comprises statements aimed at measuring job satisfaction. The fourth section consists of questions

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designed to determine the demographic characteristics of participants. The scale items employed in the study were designed using a 5-point Likert-type scale format. This scale is graded as follows: 1 (Strongly disagree), 2 (Disagree), 3 (Neither agree nor disagree), 4 (Agree), and 5 (Strongly agree).

Due to temporal and financial constraints, it was deemed appropriate to conduct the research on a specific sample. In the implementation of the research and sample determination, a non-probability sampling method known as "convenience sampling" was employed. The scale was administered online between 2024 and 2025 in five-star hotels located in Kuşadası. All five-star hotels in the region were invited to participate in the survey; however, only employees from four five-star hotels that responded to the invitation took part in the study. The population of the study consisted of employees aged 18 and above working in five-star accommodation establishments located in Kuşadası. These establishments were selected due to their prominent role in the region's tourism sector and their ability

to provide a representative environment for examining organizational dynamics within the hospitality industry. The scale was applied on a voluntary basis to employees aged 18 and above who were working at the accommodation establishments. Analyses were conducted using data obtained from 406 participants. A sample size of 406 participants was deemed sufficient based on the principles of statistical representativeness and previous studies in similar tourism research contexts. According to Krejcie and Morgan's (1970) sample size table, for a population of several thousand, a sample size of approximately 384 is considered adequate at a 95% confidence level with a 5% margin of error. Thus, the inclusion of 406 valid responses not only meets but exceeds this threshold, enhancing the reliability and generalizability of the findings within the scope of the study. The required ethics committee approval for data collection was obtained from Dogus University with the protocol number E-42435178-050.06.04-47679. The conceptual framework of the research and the hypotheses to be tested are detailed below.

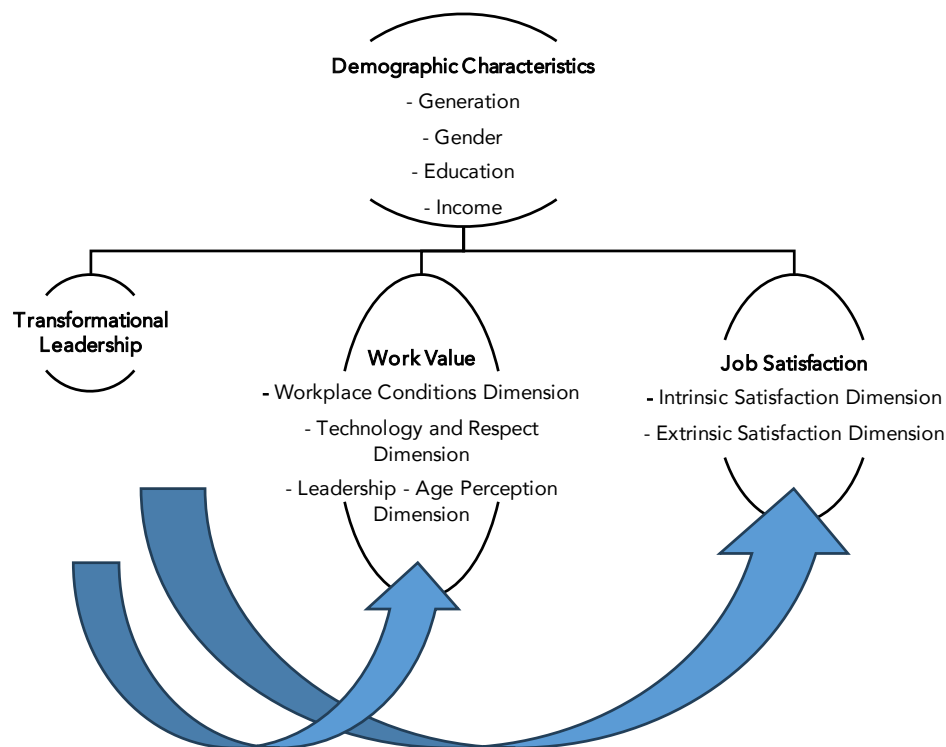


Figure 1: Research Model

Main Hypothesis H1: Employees' transformational leadership perception positively influences their work value states.

Sub-Hypotheses:

- Sub-Hypothesis H1a: Employees' transformational leadership perception positively influences work value states provided by workplace conditions. (Work Value Factor Dimension Impact Analysis)
- Sub-Hypothesis H1b: Employees' transformational leadership perception positively influences work value states provided by technology and respect. (Work Value Factor Dimension Impact Analysis)
- Sub-Hypothesis H1c: Employees' transformational leadership perception positively influences work value states provided by leadership and age perception. (Work Value Factor Dimension Impact Analysis)

Main Hypothesis H2: Employees' transformational leadership perception positively influences their job satisfaction levels.

Sub-Hypotheses:

- Sub-Hypothesis H2a: Employees' perception of transformational leadership positively influences their intrinsic job satisfaction levels. (Analysis of Job Satisfaction Factor Dimension Impact)
- Sub-Hypothesis H2b: Employees' perception of transformational leadership positively influences their extrinsic job satisfaction levels. (Analysis of Job Satisfaction Factor Dimension Impact)

Main Hypothesis H3: Employees' transformational leadership perception differs according to their demographic characteristics

Sub-Hypotheses:

- H3a: Employees' transformational leadership perception differs according to their generational cohort.
- H3b: Employees' transformational leadership perception differs according to their gender.
- H3c: Employees' transformational leadership perception differs according to their educational level.
- H3d: Employees' transformational leadership perception differs according to their income level.

Main Hypothesis H4: Employees' work value attitudes differ according to their demographic characteristics.

Sub-Hypotheses:

- H4a: Employees' work value attitudes differ according to their generational cohort.
- H4b: Employees' work value attitudes differ according to their gender.
- H4c: Employees' work value attitudes differ according to their educational level.
- H4d: Employees' work value attitudes differ according to their income level.

Main Hypothesis H5: Employees' job satisfaction levels demonstrate significant variation according to their demographic characteristics.

Sub-hypotheses:

- H5a: Employees' job satisfaction levels exhibit significant differences based on their generational cohort.
- H5b: Employees' job satisfaction levels demonstrate significant variation according to their gender.

- H5c: Employees' job satisfaction levels show significant differences based on their educational attainment.
- H5d: Employees' job satisfaction levels vary significantly according to their income levels.

3.3. Data Analysis

For the analysis of data obtained from the study, normality tests were initially conducted, followed by validity and reliability tests. Upon confirmation of dataset suitability, regression analysis, T-test, ANOVA, and frequency analyses were performed. All aforementioned statistical analyses were executed using the IBM SPSS statistical package software.

3.4. Normality Distribution, Reliability and Validity Analyses

In the normal distribution analysis of the scale applied to evaluate transformational leadership attitudes of accommodation establishment employees, the arithmetic mean (3.6962) and median (3.9500) values were found to be convergent. Furthermore, it was observed that the skewness coefficient (-0.758) and kurtosis coefficient (-0.165) fell within the acceptable range (+1.5 / -1.5). Regarding the work value scale analyses, the arithmetic mean (3.4809) and median (3.7200) values showed similarity; the skewness (-0.839) and kurtosis (-0.244) coefficients were determined to be within the parameters prescribed in the literature (+1.5 / -1.5). For the job satisfaction scale, the arithmetic mean (3.4715) and median (3.7692) values were found to be consistent; the skewness (0.624) and kurtosis (-1.094) coefficients were again observed to be within acceptable limits (+1.5 / -1.5). As indicated by Tabachnick and Fidell (2013), one of the most significant indicators of normal distribution is the presence of skewness and kurtosis values within the range of +1.50 to -1.50. The fact that the values obtained in this research meet these criteria has enabled the utilization of parametric analysis methods in hypothesis testing.

The reliability analysis of the data collected within the scope of the research was conducted by calculating the Cronbach's Alpha coefficients of the scale items. According to the widely accepted approach in the literature, a Cronbach's Alpha coefficient exceeding the threshold value of 0.70 is considered sufficient to meet the reliability criterion of the scale (Büyüköztürk vd., 2013; Nunnally, 1978). As presented in detail in Tables 2, 3, and 4, the calculated Cronbach's Alpha coefficients for each scale utilized in the study exceeded 0.70, thus demonstrating that the scales met the internal consistency criterion.

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Table 2. Reliability Analysis of Transformational Leadership Scale

Cronbach's Alpha	Number of Scale Items
,984	20

Table 3. Reliability Analysis of Work Value Scale

Cronbach's Alpha	Number of Scale Items
,59	25

Table 4. Reliability Analysis of Job Satisfaction Scale

Cronbach's Alpha	Number of Scale Items
,928	13

In the analysis of data obtained within the scope of the research, factor analysis was employed to test structural validity, and Varimax was preferred as the rotation method. The analysis revealed that the item distributions in the dimensions of transformational leadership, job satisfaction, and work value scales differed from their original structures. Upon exami-

nation of the variance explanation ratios and eigenvalue coefficients of the scales, it was determined that the factorial structures exhibited remarkably high levels of explanatory power. The relevant factor analysis findings are presented in detail in Tables 5, 6, and 7.

Table 5. Factor Analysis Results of Transformational Leadership Scale

Scale Items	Transformational Leadership
DL8	,910
DL14	,909
DL3	,899
DL13	,899
DL19	,897
DL7	,892
DL9	,890
DL2	,883
DL16	,882
DL4	,882
DL15	,881
DL12	,874
DL6	,868
DL20	,867
DL11	,866
DL5	,857
DL1	,855
DL17	,852
DL18	,844
DL10	,835
Kaiser- Mayer- Olkin Sample: ,977 Variance Explained Ratio %76,974.	

Table 6. Factor Analysis Results of Work Value Scale

Scale Items	Workplace Conditions Dimension	Technology and Respect Dimension	Leadership - Age Perception Dimension
iD10	,847		
iD9	,841		
iD11	,829		
iD8	,807		
iD7	,774		
iD5	,712		
iD2	,706		
iD4	,703		
iD1	,703		
iD13	,686		
iD3	,663		
iD15	,568		
iD25		,820	
iD17		,798	
iD14		,788	
iD16		,745	
iD19		,741	
iD18		,619	
iD22			,910
iD23			,891
iD24			,881
iD21			,819
iD20			,761
iD6			,602
iD12			,573
Kaiser- Mayer- Olkin Sample: ,956 Variance Explained Ratio %75,268			

Table 7. Factor Analysis Results of Job Satisfaction Scale

Scale Items	Extrinsic Satisfaction	Intrinsic Satisfaction
iSTAT7	,885	
iSTAT6	,878	
iSTAT9	,862	
iSTAT8	,859	
iSTAT10	,858	
iSTAT4	,694	
iSTAT11	,578	
iSTAT12		,819
iSTAT13		,797
iSTAT3		,744

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İSTAT1	,702
İSTAT5	,657
İSTAT2	,541
Kaiser- Mayer- Olkin Sample: ,904 Variance Explained Ratio % 68,356	

Upon examination of the findings obtained from Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity; the KMO value was determined to be 0.977 for the transformational leadership scale, 0.956 for the work value needs scale, and 0.904 for the job satisfaction scale. The significance level of Bartlett's Test of Sphericity was found to be $p < 0.001$ for all scales. These results indicate that the dataset is suitable for factor analysis and the sample size is adequate.

This section presents the statistical analyses and findings of the data obtained within the methodological framework of the research. The primary objective of this study is to examine the effects of social desirability and need for approval variables on individuals' motivations to share their travel experiences on social media platforms, as well as to investigate the correlation between these variables. Furthermore, these variables will be analyzed within the context of demographic parameters.

The analysis and interpretation of hypotheses in the following tables are presented below.

3.5. Analysis of Research Data and Findings

Table 8. Regression Model of the Impact of Employees' Transformational Leadership Perception on Work Value States

Regression Model					
Model	Sum of Squares	Sd	Mean Squares	F	P
	277,425	1	277,425	1243,146	,000
Regression Residual Total	90,158	404	,223		
	367,583	405			
Regression Model Coefficients					
Model	Regression Coefficient		Standardized Coefficient	T	P
	B	Standard Error	Beta		
Mean	,056	,105		,533	,594
	1,041	,030	,869	35,258	,000
Impact Assessment					
Model	R	R Square	R Square (Adjusted)		
1	,869	,755	,754		

According to the regression analysis, a correlation coefficient of 0.869 (86%) was observed between employees' transformational leadership perception and work value attitudes. The impact of transforma-

tional leadership perception on work value attitudes was determined to be 0.755 (75%). Consequently, hypothesis H1 was accepted.

Table 9. Regression Tests for the Impact of Employees' Transformational Leadership Perception on Work Value Dimensions

Transformational Leadership - Workplace Conditions Dimension (Analysis of Work Value Factor Dimension Impact)			
Model	R	R Square	R Square (Adjusted)
1	,917	,842	,841

Transformational Leadership - Technology and Respect Dimension (Analysis of Work Value Factor Dimension Impact)			
Model	R	R Square	R Square (Adjusted)
1	,852	,726	,725
Transformational Leadership - Leadership and Age Dimension (Analysis of Work Value Factor Dimension Impact)			
Model	R	R Square	R Square (Adjusted)
1	,320	,102	,100

In the regression analysis, the correlation between transformational leadership perception and workplace conditions dimension was found to be 0.917 (91%), between technology and respect dimension 0.852 (85%), and between leadership and age dimension 0.320 (32%). The impact of transformational leadership perception on workplace conditions

dimension was determined to be 0.842 (84%), on technology and respect dimension 0.726 (72%), and on leadership and age dimension 0.102 (10%). Accordingly, hypotheses H1a, H1b, and H1c were accepted. When examining correlation values, 0 indicates no relationship, while +1 indicates a complete relationship (Karakus et al., 2016).

Table 10. Regression Model of the Effect of Employees' Transformational Leadership Perception on Job Satisfaction States

Regression Model					
Model	Sum of Squares	Sd	Mean Squares	F	P
Regression Residual Total	187,051	1	187,051	418,589	,000
	180,532	404	,447		
	367,583	405			
Regression Model Coefficients					
Model	Regression Coefficient		Standardized Coefficient		P
	B	Standard Error	Beta	T	
Mean	,816	,143		5,707	,000
	,823	,040	,713	20,459	,000
Impact Assessment					
Model	R	R Square	R Square (Adjusted)		
1	,713	,509	,508		

The regression analysis revealed a correlation of 0.713 (71%) between employees' transformational leadership perception and job satisfaction levels. The impact of transformational leadership percep-

tion on job satisfaction conditions was determined to be 0.509 (50%). Accordingly, hypothesis H2 was accepted.

Table 11. Regression Tests for the Effect of Employees' Transformational Leadership Perception on Job Satisfaction Dimensions

Transformational Leadership - Intrinsic Satisfaction Dimension (Job Satisfaction Factor Dimension Impact Analysis)			
Model	R	R Square	R Square (Adjusted)
1	,776	,602	,601
Transformational Leadership - Extrinsic Satisfaction Dimension (Job Satisfaction Factor Dimension Impact Analysis)			
Model	R	R Square	R Square (Adjusted)
1	,490	,240	,238

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In the regression analysis, the correlation between transformational leadership perception and internal satisfaction dimension was found to be 0.776 (77%), while the correlation with external satisfaction dimension was 0.490 (49%). The impact of transforma-

tional leadership perception on internal satisfaction dimension was determined to be 0.602 (60%), and its impact on external satisfaction dimension was 0.240 (24%). Accordingly, hypotheses H2a, H2b, and H2c were accepted.

Table 12. ANOVA Analysis of Employees' Transformational Leadership Perception Differentiation Based on Generations

Levene	df1	df2	P		
5,705	2	403	,004		
Analysis of Variance (ANOVA) Significance Testing					
	Mean	df	Mean Squares	F	P
Bt. Gr.	4,651	2	2,325	2,582	,077
In. Gr.	362,932	403	,901		
Total	367,583	405			

The ANOVA homogeneity analysis was conducted based on the generational variable of employees, and the data was found to exhibit non-homogeneous distribution ($P = 0.004$). The significance value

obtained from the analysis ($P = 0.077$) did not meet the generally accepted significance threshold of $P < 0.05$ in social sciences. In light of these findings, the H2a hypothesis was not statistically supported.

Table 13. T-Test Analysis for the Differentiation of Transformational Leadership Perception of Employees According to Gender

	Gender	N	Mn.	Std. Dv.	Std. Err. Me.
Mean	Man	204	3,6809	1,02367	,07167
	Woman	202	3,6381	,87722	,06172
Significance T-Test Analysis					
Levene's Test for Equality of Variances			T-test for Equality of Means		
	F	Sig.	t	df	Sig. (2-tailed)
Mean	4,474	,035	,452	404	,652

Upon examination of the t-test analysis, the Levene's value (0.035) was found to be inconsistent with the expected value for homogeneity ($P > 0.05$). In the

significance analysis, the Sig value ($P = 0.652$) did not meet the required coefficient ($P < 0.05$). Consequently, hypothesis H3b was not supported.

Table 14. ANOVA Analysis of the Differentiation in Transformational Leadership Perception According to Educational Status of Employees

Levene	df1	df2	P		
2,346	4	401	,054		
Analysis of Variance (ANOVA) Significance Testing					
	Mean	df	Mean Squares	F	P
Bt. Gr.	17,546	4	4,386	5,025	,001
In. Gr.	350,037	401	,873		
Total	367,583	405			

In the analyses conducted within the scope of the research, the homogeneity coefficient (0.054) obtained according to the educational status of the participants met the statistically significant homogeneity threshold ($p > 0.05$). In the analysis performed

to detect significance differences, the significance value ($p = 0.001$) was found to be below the critical threshold ($p < 0.05$). In light of these findings, hypothesis H3c was accepted. For detailed examination of intergroup differences, Tukey - Post Hoc analysis,

which is preferred in cases of homogeneous variance, was applied. The analysis results revealed a statistically significant and distinct difference between participants with associate degrees and those with

bachelor's and master's degrees. These individuals exhibited a higher perception of being influenced by transformational leadership compared to other individuals.

Table 15. ANOVA Analysis for the Differentiation of Employees' Transformational Leadership Perception According to Income Levels

Levene	df1	df2	P		
1,648	4	401	,161		
Analysis of Variance (ANOVA) Significance Testing					
	Mean	df	Mean Squares	F	P
Bt. Gr.	17,586	4	4,397	5,037	,001
In. Gr.	349,996	401	,873		
Total	367,583	405			

Based on the analyses conducted within the scope of the research, the homogeneity assumption was met in the assessment according to participants' income levels ($p = 0.161 > 0.05$). Moreover, when examining the significance level, the obtained value ($p = 0.001$) was observed to be above the generally accepted threshold value in social sciences ($p < 0.05$). In light of these findings, it was concluded that hypothesis H3d was supported. To examine intergroup

differences in detail, Tukey Post-Hoc analysis, which is preferred in cases of homogeneous variance, was applied. The analysis results revealed a statistically significant and distinct difference between participants who perceived themselves as having good income levels and those who considered their income levels as moderate, poor, or very poor. Individuals with good income levels demonstrated a higher degree of transformational leadership perception.

Table 16. ANOVA Analysis of Employee Work Value Perception Differentiation by Generation

Levene	df1	df2	P		
4,244	2	403	,015		
Analysis of Variance (ANOVA) Significance Testing					
	Mean	df	Mean Squares	F	P
Bt. Gr.	8,588	2	4,294	6,998	,001
In. Gr.	247,299	403	,614		
Total	255,887	405			

The ANOVA Homogeneity analysis was conducted based on the generational variable of employees, and it was determined that the data did not exhibit a homogeneous distribution ($P = 0.015$). The significance value obtained from the analysis ($P = 0.001$) was found to be consistent with the generally accepted significance threshold of $P < 0.05$ in social sciences. In light of these findings, hypothesis H4a

was statistically supported. To examine intergroup differences in detail, the Dunnett C - Post Hoc analysis, which is preferred in cases of heterogeneous variance, was applied. This analysis revealed that Generation Y individuals demonstrated significantly lower work value perception compared to other generations.

Table 17. T-Test Analysis of Work Value Perception Differences Based on Employee Gender

	Gender	N	Mn.	Std. Dv.	Std. Err. Me.
Mean	Man	204	3,4778	,87101	,06098
	Woman	202	3,4440	,71154	,05006
Significance T-Test Analysis					
Levene's Test for Equality of Variances			T-test for Equality of Means		
Mean	F	Sig.	t	df	Sig. (2-tailed)
	9,558	,002	,429	404	,668

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Upon analysis of the t-test, the Levene's value (0.002) did not meet the expected threshold for homogeneity ($P > 0.05$). In the significance analysis, the Sig va-

lue ($P = 0.668$) did not meet the required coefficient ($P < 0.05$). Consequently, hypothesis H4b was not supported.

Table 18. ANOVA Analysis of Work Value Perception Differentiation Based on Employees' Educational Status

Levene	df1	df2	P		
3,407	4	401	,009		
Analysis of Variance (ANOVA) Significance Testing					
	Mean	df	Mean Squares	F	P
Bt. Gr.	10,180	4	2,545	4,154	,003
In. Gr.	245,706	401	,613		
Total	255,887	405			

In the analyses conducted within the scope of the research, the homogeneity coefficient (0.009) obtained according to participants' educational status did not meet the statistically significant homogeneity threshold ($p > 0.05$). The significance value ($p = 0.003$) obtained from the analysis performed to detect significance differences was found to be below the critical threshold ($p < 0.05$). In light of these findings, hypothesis H4c was accepted. To examine in-

tergroup differences in detail, Dunnett C - Post Hoc analysis, which is preferred in heterogeneous variance conditions, was applied. The analysis results revealed a statistically significant and distinct difference between participants with bachelor's degrees and those with associate's and doctoral degrees. These individuals exhibited a lower perception of job value impact compared to other individuals.

Table 19. ANOVA Analysis for the Differentiation of Employees' Job Value Perception According to Income Levels

Levene	df1	df2	P		
3,874	4	401	,004		
Analysis of Variance (ANOVA) Significance Testing					
	Mean	df	Mean Squares	F	P
Bt. Gr.	9,824	4	2,456	4,002	,003
In. Gr.	246,063	401	,614		
Total	255,887	405			

Based on the analyses conducted within the scope of the research, it was determined that the homogeneity assumption was not met in the assessment according to participants' income status ($p = 0.004 > 0.05$). Moreover, when examining the significance level, it was observed that the obtained value ($p = 0.003$) exceeded the generally accepted threshold value in social sciences ($p < 0.05$). In light of these findings, it was concluded that hypothesis H4d was supported. To examine the intergroup differences in

detail, Dunnett C - Post Hoc analysis, which is preferred in cases of heterogeneous variance, was applied. The analysis results revealed a statistically significant and distinct difference between participants who perceived themselves as having good income levels and those who considered their income levels as poor or moderate. Individuals with good income levels demonstrated a higher rate of this work value perception.

Table 20. ANOVA Analysis of Employee Job Satisfaction Perception Differentiation According to Generations

Levene	df1	df2	P		
1,168	2	403	,312		
Analysis of Variance (ANOVA) Significance Testing					
	Mean	df	Mean Squares	F	P
Bt. Gr.	2,507	2	1,254	1,845	,159
In. Gr.	273,893	403	,680		
Total	276,401	405			

The ANOVA homogeneity analysis was conducted based on the generational variable of employees, and the data demonstrated a homogeneous distribution ($P = 0.312$). The significance value obtained

from the analysis ($P = 0.159$) did not meet the generally accepted significance threshold of $P < 0.05$ in social sciences. In light of these findings, hypothesis H5a was statistically supported.

Table 21. T-Test Analysis of Employee Job Satisfaction Perception Differentiation Based on Gender

	Gender	N	Mn.	Std. Dv.	Std. Err. Me.
Mean	Man	204	3,4348	,91007	,06372
	Woman	202	3,4798	,73323	,05159
Significance T-Test Analysis					
Levene's Test for Equality of Variances			T-test for Equality of Means		
Mean	F	Sig.	t	df	Sig. (2-tailed)
	14,742	,000	-,549	404	,583

According to the t-test analysis, the Levene's value (0.000) did not meet the expected threshold for homogeneity ($P > 0.05$). In the significance analysis, the

Sig value ($P = 0.583$) did not satisfy the required coefficient ($P < 0.05$). Consequently, hypothesis H5b was not supported.

Table 22. ANOVA Analysis for the Differentiation of Job Satisfaction Perception Based on Employees' Educational Status

Levene	df1	df2	P		
2,002	4	401	,094		
Analysis of Variance (ANOVA) Significance Testing					
	Mean	df	Mean Squares	F	P
Bt. Gr.	7,145	4	1,786	2,660	,032
In. Gr.	269,256	401	,671		
Total	276,401	405			

In the analyses conducted within the scope of the research, the homogeneity coefficient (0.094) obtained according to the educational status of the participants met the statistically significant homogeneity threshold ($p > 0.05$). As a result of the analysis performed to detect significance differences, the signi-

ficance value ($p = 0.032$) was found to be below the critical threshold ($p < 0.05$). In light of these findings, hypothesis H5c was accepted. For detailed examination of intergroup differences, Tukey - Post Hoc analysis, which is preferred in cases of homogeneous variance, was applied.

Table 23. ANOVA Analysis for the Differentiation of Employees' Job Satisfaction Perception According to Participants' Income Levels

Levene	df1	df2	P		
2,416	4	401	,048		
Analysis of Variance (ANOVA) Significance Testing					
	Mean	df	Mean Squares	F	P
Bt. Gr.	12,772	4	3,193	4,857	,001
In. Gr.	263,629	401	,657		
Total	276,401	405			

Based on the analyses conducted within the scope of the research, it was determined that the homogeneity assumption was not met in the assessment according to participants' income status ($p = 0.048 > 0.05$). Furthermore, when examining the significance level, it was observed that the obtained value ($p =$

0.001) exceeded the generally accepted threshold value in social sciences ($p < 0.05$). In light of these findings, it was concluded that hypothesis H4d was supported. To examine intergroup differences in detail, Dunnett C - Post Hoc analysis, which is preferred in cases of heterogeneous variance, was applied.

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The analysis results revealed a statistically significant and distinct difference between participants who perceived their income level as good and those who perceived it as poor or moderate. Individuals with good income levels demonstrated a higher level of job satisfaction perception.

4. Discussion and Conclusion

4.1. Discussion and Conclusion

This study examined the influence of transformational leadership practices on employees' job satisfaction and work value perceptions within the hospitality sector. The findings corroborate existing literature, confirming that transformational leadership plays a crucial role in shaping positive organizational outcomes by enhancing both job satisfaction and work values. These outcomes highlight the relevance of leadership style as a pivotal factor in hospitality management, where service quality and employee engagement are closely interconnected.

4.2. Relationship Between Transformational Leadership and Work Value

The analysis revealed a statistically significant relationship between transformational leadership and employees' perceptions of work value, particularly within the domains of workplace conditions and technological respect. Leaders who exhibit transformational qualities such as articulating a compelling vision, fostering intellectual stimulation, and offering individualized consideration serve as catalysts for enhancing employees' appreciation of their roles and responsibilities. This is in line with Avolio and Bass (1995), who emphasized the role of transformational leadership in fostering deeper organizational commitment and internalized work values. Moreover, contemporary studies (Ng, 2017; Wang et al., 2011) reinforce the idea that transformational leadership enhances psychological empowerment, leading employees to assign greater meaning and purpose to their work.

4.3. Relationship Between Transformational Leadership and Job Satisfaction

The findings also indicate a robust association between transformational leadership and employee job satisfaction, with pronounced effects observed in the intrinsic satisfaction dimension. Transformational leaders, by recognizing individual contributions and nurturing personal development, facilitate a work environment that promotes autonomy, mastery, and purpose—all critical components of job satisfaction (Deci and Ryan, 2000). Previous meta-analyses, such as those by Judge and Piccolo (2004), support the conclusion that transformational leaders posi-

tively influence satisfaction by creating meaningful work experiences. Additionally, the results align with more recent findings (Tse and Chiu, 2014; Breevaart and Bakker, 2014) demonstrating that leader-member exchange quality and motivational climate mediate this relationship.

4.4. Impact of Demographic Factors

The study further investigated whether demographic factors such as gender, education, generation, and income level moderated the relationship between transformational leadership, work value, and job satisfaction. While gender did not yield significant differences, education level and income emerged as influential variables. Employees with higher educational attainment were more receptive to transformational leadership behaviors, suggesting that cognitive readiness and openness to developmental leadership styles may be more pronounced among highly educated individuals (Bass & Riggio, 2006; Hetland et al., 2011). These findings emphasize the importance of tailoring leadership development efforts to the demographic characteristics of the workforce.

5. Conclusions and Recommendations

The results of this study offer actionable insights for managers in the hospitality industry. By adopting a transformational leadership style marked by vision, encouragement, and support, managers can significantly enhance employees' job satisfaction and perception of work value. These findings suggest that leadership development programs should prioritize the cultivation of transformational behaviors to foster a motivated, engaged, and high-performing workforce.

Future research should extend this line of inquiry by examining transformational leadership in different service-oriented industries, as well as exploring its longitudinal effects on employee well-being, organizational commitment, and retention. Moreover, given the cultural context of leadership perception, cross-cultural studies are recommended to determine how cultural dimensions such as power distance, collectivism, and uncertainty avoidance influence the effectiveness of transformational leadership (Hofstede, 2001; Rockstuhl et al., 2012). A multi-level approach integrating organizational culture, employee personality traits, and leadership style may yield a more nuanced understanding of the dynamics at play.

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