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Job Satisfaction as Affected by Types of Leadership: A Case Study of Greek Tourism Sector

Dimitrios Belias^a, Ioannis Rossidis ^b, Christos Papademetriou^c,
and Christos Mantas^d

^aCore Department for National and Kapodistrian University of Athens, Department of Business, University of Thessaly, Volos, Greece; ^bAdministrative Science, University of the Peloponnese, Tripoli, Greece; ^cManagement, Neapolis University, Pafos, Cyprus; ^dDepartment Centre for Labour Market Studies, University of Leicester, Leicester, UK

ABSTRACT

This paper investigates the relationship between transformational leadership and job satisfaction of hotel employees working on non-luxury hotels (3/4 star hotels) in Athens, Greece. Although literature suggests that types of leadership affect job satisfaction on hotels, their effects on non-luxurious city hotels are not researched. This research aims to respond to this need, providing data on the influence of types of leadership on job satisfaction in non-luxurious city hotels. The research used a questionnaire that measured the job satisfaction of participants through the Job Satisfaction Survey questionnaire which relies on several dimensions. The analysis demonstrated an overall satisfaction of the participants regarding their workplace and working conditions. Contrary to the luxurious hotels where transformational leadership is clearly perceived by employees, the research results indicated that employees recognize managers' striving for effective co-operation within the company. This paper will examine the contribution of types of Leadership to Job Satisfaction, shaping the prospects for improving the efficiency and effectiveness of employees in the Tourism Sector. The results of the study confirmed previous findings, according to which certain types of Leadership are positively correlated with Job Satisfaction. This knowledge can greatly improve the management of human resources in the hotel sector.

KEYWORDS

Leadership; transformational leadership; transactional leadership; passive-avoidant leadership; job satisfaction; hotels

Introduction

This paper aims to explore the impact of leadership to employee job satisfaction. In the context of the present analysis, an attempt will be made to investigate the contribution of leadership (and in particular transformational, transactional, and passive-avoidant leadership) to the improvement of job satisfaction. Investigating the elements of job satisfaction development can lead to the “unlocking” of the efficiency of employees in the hotel industry-leading companies to higher returns. The term “job satisfaction” is defined as

CONTACT Ioannis Rossidis  i.rossidis@uop.gr  Administrative Science, University of the Peloponnese, Tripolis Campus, 22100, Greece.

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how people feel and think about their job. It is a tool for measuring pleasure or the lack of positive feelings related to the nature of the workplace and the job itself. Job satisfaction is determined by the positive and negative attitudes of each person to their work and related to the basic principles of work (Belias et al., 2019). Therefore, the impact of leadership to both efficiency and employee satisfaction reflects on the optimal functioning of the organization. The style of management is determined by factors such as secured employment, predictability, and stability of employment relationships, with emphasis on: a) efficiency, b) control and c) smooth operation. In the hotel industry, leadership style is more consultative – supportive and participatory. In terms of human resources, there is a need for effective management and development as a means to render human capital in Greece as competitive as in countries around the world. Any manager responsible for setting goals and providing with adequate motivation his/her employees should take into consideration these findings (Ashton, 2018; Zhang, 2019).

As already mentioned, there is an association between leadership and job satisfaction. However, this relationship is not always evident while it is susceptible to the nature of the industry under consideration. More precisely, researchers in different countries such as India (Gill et al., 2010), Germany (Rothfelder et al., 2012) and Malaysia (Emmanuel & Hassan, 2015), have identified a positive relationship between employee perceived transformational leadership used by managers and employee perceived job satisfaction in the hospitality industry. However, it is important to note that the destination (Gill et al., 2010) and the type of the hotel (C. J. Wang et al., 2014) along with the nature of their operation affects the relationship between transformational leadership and job satisfaction (Ryu et al., 2013). Unlike other researches (for example, Emmanuel & Hassan, 2015; Ryu et al., 2013) focusing on luxury hotels, this paper aims to contribute to the limited research on Hotels in Attica (Athens) region of Greece, i.e. 3 and 4 stars hotels which constitute the vast majority of hotels in Athens. This study also focuses on the passive-avoidant leadership on job satisfaction, which has not been thoroughly investigated (Zopiatis & Constanti, 2010). Therefore, this research aims to highlight an under investigated field, i.e. middle-class hotels in a major destination such as Attica, from a very common research topic, which is the association between leadership and job satisfaction. The research will also explore the impact of passive-avoidant leadership on job satisfaction.

Hence, the present work examines in depth the impact of leadership to the employees' job satisfaction and explores the relationship between transformational leaders and employee satisfaction in their workplace. Taking into consideration that transformational leadership is constantly gaining ground in all kinds of workplaces and in order to investigate its contribution and its relationship to job satisfaction of hotel staff in the Attica region, the following research questions were raised:

RQ 1. What are the levels of employee satisfaction?

RQ 2. What is the dominant leadership style?

RQ 3. Does transformational leadership style correlate positively with job satisfaction?

RQ 4. Is transactional leadership style positively or negatively associated with job satisfaction?

RQ 5. Is passive-avoidant leadership style positively or negatively associated with job satisfaction?

RQ 6. Is the outcome of leadership positively or negatively associated with job satisfaction?

The above research questions were answered through statistical analysis by using the survey data.

Literature review

The theories on leadership have always attracted the interest of researchers not only in the administrative but also in social sciences such as psychology, sociology, and similar fields (Cogaltay et al., 2016). The vast interest of researchers has contributed to the development of numerous theoretical approaches and conceptual analysis interpreting the phenomenon of leadership behavior (Lussier & Achua, 2015; Northouse, 2017). The concept of leadership refers to the process in which an individual influences a group of individuals aiming to achieve a common goal. (Belias et al, 2015; Northouse, 2016).

As it is already mentioned “job satisfaction” is defined as how people feel and think about their work. Focusing on job satisfaction can lead to higher levels of efficiency and can therefore be acknowledged as a very important business goal. An important tool for promoting job satisfaction is leadership and more precisely individual leadership styles. The present analysis will investigate the effect of transactional, passive-avoidant, and especially transformational leadership on job satisfaction. According to Korejan and Shahbazi (2016, p. 452) transformational leadership “refers to leaders who seek to create ideas and new perspectives to create a new path of growth and prosperity in front of the organization.” Berson and Linton (2005) have confirmed previous studies which found a statistically important impact of transformational leadership to job satisfaction. Other research has shown that transformational leadership also has a positive relationship with improved conditions at work

(Rossidis et al., 2020; Nielsen et al., 2008). This finding is in alignment with the two-factor model theory by Herzberg (Herzberg et al., 2005), which predicts that better conditions at work lead to higher employee satisfaction.

Correlating types of leadership with job satisfaction

As it has already been said, the association between job satisfaction and transformational leadership is something which has been widely examined and overall it is widely accepted that transformational leadership has a positive impact on job satisfaction (Andrews, 2008; Marques et al., 2018). However, it is important to remark that the levels of employee satisfaction seem to change based on the type and the class of the hotel, along with the type of the hotel. A number of researches (Patlar & Mia, 2009; Ryu et al., 2013; Salem, 2015; Yildirim et al., 2016) indicates that employee satisfaction is higher on luxury hotels since they have more resources to spend on their personnel but also that they focus on providing high-quality services which are delivered from the personnel. Nonetheless, what is not known is if this is valid also for the budget hotels and the medium class hotels (3/4 star hotels). At this point, it is important to underline the fact that the research on non-luxury hotels found on cities is pretty limited (Gunlu et al., 2010) and this includes research from hotels found on major Greek cities (Pagona, 2019). However, the existing research indicates that the levels of employee satisfaction on those hotels is not so high as on five-star hotels (Radojevic et al., 2014; Young-Thelin & Boluk, 2012).

It is important to mention that the theory and several researches indicate that transformational leadership has a positive impact on employee satisfaction, but it is important to confirm assumption in practice (Belias & Koustelios, 2015).. A research from Al-Ababneh (2013) in a sample of 220 hotel managers and employees indicated that the dominant leadership style is the democratic and the laissez-faire. Also the same research demonstrated that democratic leadership style has a stronger positive influence on job satisfaction than laissez-faire does. However, other researches presented different outcomes. For example, Tsai and Su (2011) have found in a research on an airline company that transactional leadership has a stronger influence on job satisfaction rather than transformational leadership. This finding contradicts many other researches in the tourist industry, while Dai et al. (2013) argue that from the findings of a quantitative research on 358 hotel managers and employees, transformational leadership positively affects organizational satisfaction commitment through distributive justice and trust. Quintana et al. (2015) have noted that transformational leadership correlates positively with job satisfaction, while on non-luxury type of hotels the dominant leadership style is not clear. Tsai and Su (2011) argue that transactional leadership has an influence on job satisfaction though not always positive, a point also accepted by Chiang

and Wang (2012). Hence, from the above empirical researches derives the assumption that in practice not all hotels adopt transformational leadership. Despite the fact that transformational leadership has a positive impact on job satisfaction, many hotels prefer to adopt different leadership styles, such as the transactional, even if they have a negative influence on job satisfaction. Transactional leadership could be characterized as a process based on reciprocity and performance, monitoring the degree of achievement of employees' goals (Rossidis et al., 2020).

Another leadership style available to hotels is the passive-avoidant style. Passive management by exception means avoiding action until mistakes or problems can no longer be ignored. This is a leadership style where the leaders do not interfere or to get in a conflict with others. Passive-avoidant leadership is a "lethargic" leadership style, where the leader does not show any sense of mobilization or motivation as he believes that followers have internal motivations and should be left without any intervention to complete their duties (Skogstad et al., 2014). In a research on 500 hotel managers in Cyprus Zopiatis and Constanti (2010) argued that transformational leadership has a positive impact on job satisfaction but is related to job burnout. Meanwhile, passive-avoidant tense to lead into high levels of job satisfaction but higher levels of job burnout and low performance. It should be noted, nevertheless, that there is limited relevant research in the tourist industry. While various researches indicate a positive impact of passive-avoidant leadership on job satisfaction in the health-care industry (Alkassabi et al., 2018; Despres, 2011; Malloy & Penprase, 2010) and the education sector (Nir & Kranot, 2006), little is known for the tourist industry. As already mentioned, this paper aims to offer an insight in these research questions.

Methods

The questionnaire

In the present research, the use of a closed-ended questionnaire was chosen, since it presents many advantages. According to Cohen et al. (2008), the use of structured and close end questionnaires can have a number of benefits for a research including the fact that they are cost-effective, they can help the researcher to collect them fast, while the use of close end answers contributes to reliable data analysis (Bryman, 2012).

The questionnaire used includes the following parts.

Demographic characteristics

The first part included six questions related to the demographic characteristics of the participants, such as: gender, age, marital status, educational level, background, and position of the participants in the business.

Job satisfaction questionnaire

The second part included a questionnaire for measuring job satisfaction. Overall job satisfaction was measured using the J.S.S. (Job Satisfaction Survey) (Spector, 1985). The nine dimensions of the questionnaire were used in order to record it. Those dimensions are: Salary, Promotion Opportunities, Extra Benefits, Extraordinary Rewards, Supervisor, Associates, Nature of Work, Communication, Existing Procedures. The questionnaire included 24 questions, with the answers being on a 5-point Likert scale, where participants could choose from 1 = strongly disagree to 5 = strongly agree.

Leadership questionnaire

The third part of the questionnaire included Avolio and Bass's Multifactor Leadership Questionnaire (Form – 5x). The questionnaire included 45 questions, with the answers being on a 5-point Likert scale, where participants could choose from 1 = none to 5 = almost always. Avolio et al. (1996) developed the Multifactor Leadership Questionnaire (MLQ), which is based on five dimensions of Transformational Leadership, three dimensions of Executive Leadership and one scale of Non-Executive Leadership (Avolio, 2004). The dimensions of Transformational leadership are: 1. Idealized Influence-Performance, 2. Idealized Influence-Behavior, which includes respect and trust in the leader and the transmission of a strong sense of mission and vision from the leader to subordinates, 3. Inspirational Motivation, when a leader effectively shares his vision with his subordinates and increases their optimism and enthusiasm, 4. Spiritual Stimulation, which is defined as the active encouragement of employees to challenge the status quo and beliefs, both their own and those of others, 5. Interest in the Person, which is described as the leader's personalized attention to the needs of all employees, making each person feel valued, treating him/her in a different albeit fair way. The dimensions of Transactional Leadership are: 1. Exceptional Rewards, a term referring to a process of exchanging rewards between leaders and subordinates whose effort is rewarded when attaining the desired performance, 2. Exceptional-Active Management, which describes leaders who are particularly capable of detecting the mistakes of their subordinates, 3. Exceptional-Passive Management, which describes a leader who intervenes in his team only when they do not follow the procedures and standards for the performance of their duties. The Passive Avoidant Leadership or Laissez-faire, describes leaders who avoid clarifying expectations, tackling conflict, and making decisions.

Participants and research procedures

For the purpose of this study, a sample of hotel staff in the Attica region was used. The hotels belonged to all categories with the exception of five-star

hotels. The questionnaires were distributed by the researcher to employees of all levels working in hotels in Attica prefecture, and individuals were not discriminated or rejected because of cultural or individual differences such as origin, age, gender, personal beliefs, etc. The survey involved 209 people, most of whom were women (57.5%) and men (42.5%). 30.5% of the respondents, were graduates of higher education, 25% had post-secondary education and 44.5% were high school graduates. Of the total number of respondents, 21% held positions of responsibility (managers); either small or medium level executives. Of the survey participants, 32% were employed in administrative services, 24% in reception, 21% of the participants belonged to kitchen/service staff, 16% were employed in cleaning services, 7% in other services.

Overall, employees from 12 hotels participated. From those hotels, 6 were 4-star hotels (54% of participants), 5 were 3-star hotels (39% of participants) and one hotel was a 2-star budget hotel (7% of participants). The researcher distributed the questionnaires after informing the participants about the purpose of the research and assured them that participation was voluntary and that the data would be used exclusively for research purposes. Particular emphasis was placed on the strict adherence to the anonymity of participants. If there was a positive response, the questionnaires were distributed and the process was completed under the supervision of the researcher. The survey was based on self-completion, which did not require more than 15 minutes. It is important to mention that the same order of questionnaires was followed in all subjects. When collecting the questionnaire, the researcher thanked each participant and placed the questionnaire upside down and in a random order so that it was safe from peering and that the anonymity of the participants was respected. The questionnaires were formulated in the greek language.

It is important to mention that there was also a pilot research in a sample of 10 participants. The pilot research did not present any problems and the authors proceeded with the key survey. The survey was conducted from March to April 2019 while a total of 230 questionnaires were distributed, leading to 209 replies. Of these, nine questionnaires were removed from the study due to missing data. Thus, the response rate was 89,69%. The sampling process was purposive sampling, i.e. it served the nature and the purpose of the research through hotel employees who expressed a willingness to participate. Whether or not to participate in the questionnaire was voluntary.

Statistical analysis

For the purposes of the present analysis, data were collected and input in the Statistical Package for the Social Sciences, SPSS Version 25. For the main items and dimensions of the questionnaire, descriptive statistics were performed with the use of means and standard deviations. Cronbach reliability analyses

were performed for the items of each of the satisfaction and leadership style and outcome dimensions and their subdimensions. Additionally, the normality of the scales and subscales of the questionnaire were assessed with the use of Kolmogorov–Smirnov normality tests. Research questions RQ1 and RQ2 were answered with the use of descriptive statistics, specifically the average scores on the scales and subscales of employee satisfaction and leadership style. Research questions RQ3 to RQ6 were answered with the use of inferential statistics. More precisely, non-parametric Spearman rho correlations were used given that the data did not follow the normal distribution. Spearman correlations, contrary to the parametric Pearson correlations, do not require the data to show normality. Correlations do not prove causation but indicate the extent to which two matched variables have a relationship between them. If the correlation is negative and statistically significant ($p < .05$), this shows that when scores in one variable increase, the scores of the other variable decrease. If the correlation is positive and statistically significant ($p < .05$), then as the scores of one variable increase, so do the scores of the second variable. The extent of the negative or positive relationship is determined by the value of the rho index, where -1 is a perfect negative correlation and $+1$ is a perfect positive correlation. If the relationship is not statistically significant ($p > .5$), then there is no relationship between the variables.

Results

Reliability analysis and averages of satisfaction and leadership dimensions

Following the guidelines for calculating the dimensions of the Employee Satisfaction Inventory (ESI, Koustelios & Bagiatis, 1997), Cronbach's reliability analyses were performed for the dimensions of job satisfaction, specifically Working conditions, Opportunities for development, Nature of the work, Supervisor and Organization as a whole. Based on the results of the Cronbach's reliability test, the dimensions of the study were calculated by referring to the means and standard deviations per dimension. In addition, an overall job satisfaction index was calculated. It is noted that in the Job Satisfaction Questionnaire, thirteen (13) out of the 24 questions were negatively worded and recoded in order to have a positive wording like the rest of the questions. The negative queries were 3, 4, 5, 7, 8, 9, 12, 15, 16, 19, 20, 23 and 24.

All job satisfaction scales had adequate Cronbach's reliability indices ranging from $\alpha = .67$ to $\alpha = .83$. Cronbach's reliability of the overall job satisfaction scale was $\alpha = .87$ (24 questions). The average overall satisfaction was 3.49, which suggests that on average the sample provided a neutral response but marginally close to agreeing with the satisfaction questions. On average, the

sample members agreed that they were satisfied from: a) the working conditions, b) the nature of the work, and c) the immediate supervisor. Lower satisfaction was observed for earnings, opportunities for development and for the organization as a whole, in which participants expressed an average neutral or uncertain attitude to their level of satisfaction (Table 1).

Based on the instructions of the creators of the Multivariate Leadership Questionnaire M.L.Q.-5X, the nine leadership style aspects and three leadership outcomes aspects were determined. Specifically, the five elements of Transformational Leadership Style (Personalized Influence-Attributes, Idealized Influence-Behaviors, Inspirational Motivation, Intellectual Excitement, and Personalized Interest) were calculated. In addition, the two Transactional Leadership Style dimensions (Exceptional Reward and Exceptionally Active Management), as well as the two dimensions of Passive-avoidant Leadership Style (Exceptional Passive Management, Leadership to Avoid), were calculated. In order to examine the dominant leadership style, the overall dimensions of leadership styles, Transformational, Transactional, and Passive-to-Avoid were also calculated. In most of the individual dimensions of satisfaction and leadership, reliability indicators were high and acceptable with $\alpha = .7$ and ranged from $\alpha = .70$ to $\alpha = .88$. Three dimensions showed lower reliability, which however was $\alpha > .6$ and was considered sufficient. These dimensions were a) Personalized Interest Transformational Leadership Style ($\alpha = .61$), b) Exceptionally Active Leadership Transactional Management ($\alpha = .66$), and c) Exceptionally Passive Passive-Avoidant Leadership Management ($\alpha = .67$).

Reliability for overall transformational leadership style was particularly high with $\alpha = .92$ (20 questions), for transactional leadership style was $\alpha = .75$ (8 questions), and for passive-avoidant leadership style reliability was $\alpha = .82$ (8 questions). The reliability index for the overall leadership questionnaire was $\alpha = .91$ (45 questions). The overall mean for transactional leadership style was 2.26 and was the highest, followed closely by transformational leadership in the second place with 2.25. Passive-to-positive avoidance of leadership style was in the last place with an average of 1.56 (Table 2).

Table 1. Cronbach reliability and dimensions of job satisfaction.

		Reliability	Number of Questions	Mean	SD
Job satisfaction	Working conditions	.690	5	3.93	.606
	Earnings	.724	4	3.20	.797
	Opportunities for development	.674	3	2.98	.691
	The nature of the work	.731	4	3.65	.666
	The supervisor	.831	4	3.69	.894
	The organization as a whole	.727	4	3.23	.780
	Total Satisfaction	.870	24	3.49	.501

Research Questions

Descriptive analysis is used to answer the first two research questions RQ1 and RQ2. First, it was examined whether the dimensions of the study follow the normal distribution in order to answer research questions RQ3 to RQ6. Normality of the data was checked using the Kolmogorov–Smirnov index, which is appropriate for samples larger than $N = 50$. The normality test showed that the study dimensions did not follow the normal distribution (all $p < .200$ based on Lilliefors statistical correction). Table 3 presents the results of the regularity check. Research questions RQ3 to RQ6 are therefore answered using non-parametric correlation tests.

To answer the first research question ‘**RQ1. What are the levels of employee satisfaction?**’, Descriptive statistical analysis is used. As we shown earlier (see Table 2), the overall sample satisfaction averaged 3.49, which is medium to high and indicates a medium to high level of job satisfaction. On the individual scales, the sample was satisfied with working conditions, the nature of the job and the immediate supervisor, while expressing a medium level of satisfaction with earnings, development opportunities, and the organization as a whole. In conclusion, overall job satisfaction levels were medium to high, with respondents being more satisfied with their immediate boss, working conditions and the nature of the job, and moderately satisfied with earnings, opportunities for development, and the organization as a whole.

The second research question ‘**RQ2. What is the dominant leadership style?**’, was also analyzed using descriptive statistical analysis. Based on the averages of scales and individual scales of leadership (see Table 2), the results suggest that on average transactional leadership style is dominant (mean = 2.26); however, it is followed by transformational leadership style

Table 2. Cronbach reliability and dimensions of leadership style and outcome.

		Reliability	Number of queries	Mean	SD
Transformational leadership style	Idealized influence-features	.749	4	2.34	.863
	Idealized influence-behaviors	.699	4	2.24	.687
	Inspirational motivation	.827	4	2.43	.866
	Mental stimulation	.727	4	2.21	.789
	Personalized interest	.608	4	2.02	.799
	Total Transformer	.916	20	2.25	.687
Transactional leadership style	Exceptional rewards	.712	4	2.33	.745
	Management exceptionally active	.657	4	2.19	.724
	Total Processing	.748	8	2.26	.616
Passive-to-positive avoidance leadership style	Management exceptionally passive	.673	4	1.74	.823
	Leadership to avoid	.795	4	1.39	.903
	Total Passive-to A. circumventing	.817	8	1.56	.763
Leadership outcome	Greater Effort	.840	3	2.33	.984
	Effectiveness	.876	4	2.38	.927
	Satisfaction	.697	2	2.46	.984
	Leadership overall	.913	45		

Table 3. Kolmogorov–Smirnov tests of normality for the dimensions of the study.

		Kolmogorov-Smirnov*		
		Index	df	p
Job satisfaction	Since the working conditions	.114	200	.000
	Since the remuneration	.132	200	.000
	On the development opportunities	.138	200	.000
	By the nature of work	.105	200	.000
	From the direct chief	.139	200	.000
	By the organization as a whole	.090	200	.001
Transformative	Total satisfaction	.108	200	.000
	Idealized influence-features	.119	200	.000
	Idealized influence-behaviors	.103	200	.000
	Inspirational motivation	.123	200	.000
	Mental stimulation	.120	200	.000
	Personalized interest	.091	200	.000
Post-processing	Total transformer	.108	200	.000
	Exceptional rewards	.111	200	.000
	Management exceptionally active	.124	200	.000
Passive-to avoid circumventing	Total processing	.074	200	.010
	Management exceptionally passive	.110	200	.000
	Leadership to avoid	.096	200	.000
Leadership outcome	Total passive-to avoid circumventing	.077	200	.006
	Greater effort	.164	200	.000
	Effectiveness	.093	200	.000
	Satisfaction	.130	200	.000

* Lilliefors statistical correction

with very small difference (mean = 2.25). The passive-avoidant leadership style was evident in third place with a mean = 1.56. In addition, it is noted that in leadership outcomes, satisfaction had the highest average with an average of 2.46, followed by efficiency (average of 2.38) and third was the greater effort with an average of 2.33. In conclusion, the dominant leadership style is a combination of the transactional leadership style that prevails slightly and the transformational leadership style that follows with very little difference.

Regarding the answer to the third research question '**RQ3. Does transformational leadership style correlate positively with job satisfaction?**', non-parametric Spearman Rho correlation tests were used, as data do not follow normal distribution, and research question seeks correlation between factors. The results showed that the overall dimension of transformational leadership style and overall job satisfaction had a statistically significant and moderately positive relationship with each other ($r = .39$, $p < .0005$). In addition, all dimensions of transformational leadership style were positively correlated with all dimensions of occupational satisfaction, with the exception of two dimensions of satisfaction: earnings satisfaction that was not correlated with any dimensions of transformational leadership style, and the nature of the work, associated only with two of the six aspects of transformational leadership (characteristics of idealized influence and inspirational motivation).

It is noteworthy that the highest positive relationships were found to be between the characteristics of idealized influence (style of transformational leadership) and total satisfaction ($r = .51$, $p < .0005$), satisfaction with direct

superior ($r = .62, p < .0005$) and satisfaction with the organization as a whole ($r = .55, p < .0005$). Table 4 presents the results for the aforementioned relationships.

In conclusion, it is confirmed that transformational leadership does indeed correlate positively with job satisfaction (RQ.3). In particular, overall transformational leadership style was statistically significant and positively correlated, to a moderate degree, with overall occupational satisfaction. At the same time, almost all aspects of transformational leadership style and job satisfaction were statistically significant and positively correlated.

Regarding the answer to the fourth research question ‘**RQ4. Is transactional leadership style correlated positively or negatively with job satisfaction?**’, non-parametric Spearman rho correlation tests were used, as in the previous research question. According to the results presented in Table 5, overall leadership style had a statistically significant and moderately positive correlation with overall job satisfaction ($r = .41, p < .0005$). In addition, almost all dimensions had statistically significant and positive relationships with each other, ranging from small to medium. Satisfaction with earnings was only related to exceptional remuneration, whereas satisfaction with working conditions was associated with exceptional remuneration and overall leadership style.

In conclusion, transactional leadership style was found to be positively related rather than negatively to occupational satisfaction (RQ4). Overall leadership approach and overall job fulfillment had a statistically important

Table 4. Spearman correlations for the dimensions of transformational leadership style and job satisfaction.

		Working conditions	Earnings	Opportunities for development	The nature of the work	The supervisor	Organization as a whole	Overall satisfaction
Idealized influence- characteristics (Transformational)	rho	.334*	.094	.184*	.155*	.622*	.549*	.513*
	p	.000	.185	.009	.028	.000	.000	.000
	N	200	200	200	200	200	200	200
Hexides Annika Eumenis influence- behaviors (Transformational)	rho	.148*	-.030	.244*	.114	.353*	.176*	.224*
	p	.036	.674	.000	.109	.000	.013	.001
	N	200	200	200	200	200	200	200
Inspirational motivation (Transformational)	rho	.268*	.095	.286*	.185*	.393*	.323*	.358*
	p	.000	.180	.000	.009	.000	.000	.000
	N	200	200	200	200	200	200	200
Mental stimulation (Transformational)	rho	.161*	-.065	.278*	.033	.326*	.235*	.233*
	p	.023	.358	.000	.641	.000	.001	.001
	N	200	200	200	200	200	200	200
Personalize 's qualifications EEA (Transformational)	rho	.212*	.071	.153*	.015	.359*	.323*	.278*
	p	.003	.318	.031	.828	.000	.000	.000
	N	200	200	200	200	200	200	200
Total Transformational	rho	.283*	.055	.248*	.111	.500*	.394*	.388*
	p	.000	.442	.000	.117	.000	.000	.000
	N	200	200	200	200	200	200	200

Table 5. Spearman correlations for the dimensions of transactional leadership style and job satisfaction.

		Working conditions	Earnings	Opportunities for development	The nature of the work	The supervisor	Organization as a whole	Overall satisfaction
Exceptional reward (Inter-bankruptcy)	rho	.322*	.154*	.383*	.151*	.487*	.440*	.480*
	p	.000	.029	.000	.033	.000	.000	.000
	N	200	200	200	200	200	200	200
Exceptionally Active Management (Inquiry)	rho	.066	.070	.346*	.184*	.202*	.144*	.217*
	p	.352	.328	.000	.009	.004	.042	.002
	N	200	200	200	200	200	200	200
Total Processing	rho	.231*	.105	.447*	.196*	.415*	.346*	.411*
	p	.001	.138	.000	.005	.000	.000	.000
	N	200	200	200	200	200	200	200

and medium positive correlation, while most dimensions of leadership style and job satisfaction were positively correlated with each other.

In the fifth research question '**RQ5. Is passive-avoidant leadership style correlated positively or negatively to job satisfaction?**', a non-parametric Spearman rho correlation test is performed as the data deviate from the normal distribution and the correlation between them is searched for factors of style of passive-avoidant leadership with job fulfillment. The results, presented in [Table 6](#), showed that there was a statistically significant and moderately negative correlation between total passive-avoidant leadership style and total occupational satisfaction ($r = -0.38, p < .0005$). Also, most aspects of the passive-avoidant leadership approach and occupational satisfaction had statistically significant and negative size correlations ranging from small to medium. The exception was earnings satisfaction, which was not related to any of the elements of passive-avoidant leadership. Additionally, satisfaction with opportunities for development was only correlated with the individual dimension of passive-avoidant leadership, and the nature of the work was

Table 6. Spearman correlations for the passive dimensions, avoiding leadership style and job satisfaction.

		Working conditions	Earnings	Opportunities for development	The nature of the work	The supervisor	Organization as a whole	Overall satisfaction
Exceptional Passive Management (Passive-to-Avoid)	rho	-.098	-.025	.052	-.107	-.377*	-.240*	-.242*
	P	.167	.722	.467	.131	.000	.001	.001
	N	200	200	200	200	200	200	200
Leadership to Avoid (Passive-to-Avoid)	rho	-.214*	-.080	-.171*	-.168*	-.482*	-.510*	-.422*
	P	.002	.259	.015	.017	.000	.000	.000
	N	200	200	200	200	200	200	200
Passive-to-Avoid Total	rho	-.175*	-.059	-.066	-.147*	-.504*	-.425*	-.378*
	p	.013	.410	.355	.037	.000	.000	.000
	N	200	200	200	200	200	200	200

Table 7. Spearman correlations for the dimensions of leadership outcomes and job satisfaction.

		Working conditions	Earnings	Opportunities for development	The nature of the work	The supervisor	Organization as a whole	Overall satisfaction
Leadership	rho	.277*	.095	.208*	.181*	.508*	.420*	.445*
outcome:	p	.000	.181	.003	.010	.000	.000	.000
Greater effort	N	200	200	200	200	200	200	200
Leadership	rho	.289*	.038	.235*	.094	.541*	.426*	.436*
outcome:	p	.000	.589	.001	.186	.000	.000	.000
Effectiveness	N	200	200	200	200	200	200	200
Leadership	rho	.264*	.069	.168*	.077	.564*	.443*	.453*
outcome:	p	.000	.333	.018	.279	.000	.000	.000
Satisfaction	N	200	200	200	200	200	200	200

correlated with avoidant leadership as well as with the total scale, but not with exceptional passive-avoidant leadership.

In order to answer the sixth and final research question “**RQ6. Is the outcome of leadership positively or negatively correlated with job satisfaction?**”, a non-parametric Spearman rho correlation test is performed and the same rationale applies to research questions RQ3 to RQ5. The results of Spearman rho tests showed that all three leadership outcomes were statistically significant and positively correlated with overall job satisfaction ($r = .45$, $p < .0005$), while most of the individual leadership outcome dimensions were positively correlated with their respective job outcomes. The exception was the satisfaction with remuneration that was not related to any of the leadership outcomes, while satisfaction with the nature of the job was associated with only one of the leadership outcomes, the greater effort.

In conclusion, leadership outcomes were positively, and not negatively, related to job satisfaction (RQ.6). Specifically, all three dimensions of leadership outcomes (satisfaction, effectiveness, greater effort) showed statistically significant and moderate positive relationships with overall job satisfaction, which ranged from $r = .44$ to $r = .45$ ($p < .0005$). Furthermore, most individual dimensions of leadership outcomes were positively correlated with job satisfaction dimensions. For working conditions, opportunities for development, and the nature of the work, the correlations were low and ranged from $r = .18$ to $r = .29$. For the supervisor, correlations were high and ranged from $r = .51$ to $r = .56$. Earning satisfaction again was an exception, since it had no statistically significant relationship with leadership outcomes, whereas the nature of the work was associated only with one leadership outcome, greater effort (Table 7).

Conclusions

The aim of this study was to investigate hotel employees' job fulfillment in correlation to the leadership approach adopted by the hotel. Taking into

account international surveys and the results obtained through the statistical processing of the present data, it becomes clear that the leadership style used by the supervisor has a significant impact on employees' feelings about their work.

The findings of the research confirm the theory according to which, leadership, and in particular transformational leadership as a preferred style, can meet the needs of employees. The positive effects of transformational leadership depend on the ability of leaders to consider the individual needs and expectations of their subordinates. Transformational leaders take on the role of a coach, mentor, and consultant aiming at enhancing the personal development of the employees.

The study involved 209 people, most of whom were women between the ages of 31 and 40, married, mostly TEI (Higher Education Institutes) graduates, with a 1–5 years' service and positioning as a middle management. In the second part of the research, the participants' job satisfaction was investigated. More precisely, participants were asked to choose whether they agree or disagree with some of the suggestions given to them. The results of examining the ratings per question showed that the participants considered their workplace to be enjoyable and that the working conditions were the best that they can be.

Through the analysis carried out, it was found that leadership carries a decisive influence on a number of administrative elements in the hotel companies. In particular, it turned out that satisfaction is the biggest outcome of leadership (among the elements investigated) followed by efficiency and greater effort, outlining the great connection between leadership and satisfaction. The research showed that the highest positive relationships were found to be between transformational leadership and satisfaction (correlating positively transformational leadership with job satisfaction) indicating the use of this leadership style in the context of management's focus on promoting job satisfaction. Accordingly, it was determined that there was a statistically significant and moderately negative correlation between total passive-avoidant leadership style and total occupational satisfaction, leading to the conclusion that the use of this form of leadership is not appropriate for hotel businesses aiming to promote job satisfaction.

Overall, from the statistical analysis, it derives that the passive-avoidant leadership style was negatively associated to job satisfaction (RQ5). In particular, total passive-avoidant leadership style and overall job satisfaction had a statistically significant and moderately negative relationship with each other, which agrees with Patiar and Wang (2016). At the same time, almost all the individual dimensions of passive-avoidant leadership style and job satisfaction were negatively correlated, as claimed also from Salem (2015). One exception was the variable "earnings satisfaction," which was not related to passive-avoidant leadership style, also mentioned by Mayotte (2019). In addition,

career development satisfaction was associated with only 1 of 2 elements of passive-avoidant leadership, whereas exceptionally passive-avoidant management of leadership was only related to 2 out of the 6 subscales of satisfaction which corresponds to Yildirim et al. (2016).

Employees felt that their Greek hotel workplace had had a positive impact on their work. Although transformational leadership was not high in the current sample, nevertheless employees recognized their managers' efforts for satisfactory co-operation within the business. This element requires further research in the same sector in order to confirm or not this research's findings. Furthermore, it will be useful to have a research which will compare the results on different sectors or on different types of accommodation (for example, luxurious villas and hotels versus 3, 4 star hotels). Such a research would provide us with a better glance and understanding over the examined topic.

The results of the paper validate the notion that effective transactional and transformational leadership styles may lead toward satisfaction with career and job success. The practical implication of this research consists of highlighting the importance of leadership in tourism companies in attaining higher performance of employees and the organization itself through the beneficial influence of leaders. The formulation of the vision, the clear directions, the provision of incentives, the guidance and inspiration of the existing ones, the clear communication are some elements of a modern leader, contributing to the increase of employees' job satisfaction and leading gradually to higher results. The outcomes of the study can be implemented both at business level (business orientation in the cultivation of leaders) and at socio-political level, drastically influencing national strategies (e.g. targeted education policies, tourism development policies, etc.)

ORCID

Ioannis Rossidis  <http://orcid.org/0000-0003-0240-2241>

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