

## A Study to Determine The Perception of Transformational Leadership of The Hotel Staff

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### Extensive Summary

#### Introduction

Humans are social beings that live in groups. Human being feels weak when they are lonely and they want to act as a group to achieve their goals. For this purpose, a person is usually needed to prompt and direct this group. In this case, people who have the ability of leadership should appear. Many descriptions and many approaches have been suggested about leadership through history.

According to Northouse (2012, s.5) leadership is the process of affecting groups and ensure individuals reaching mutual purposes. On the other hand, Eren (2011, s. 435) describes leadership as “ability and knowledge of gathering a group of people around some purpose and prompt them to achieve these purposes”. Özkalp and Kirel (2011, s. 309) describes leadership as “a leader should have the characteristically features that could successfully affect group members”. Tosi et al. (1990, s. 349) describes leadership as “to influence individuals and provide harmony between individuals towards organizational targets”. According to Newstrom (2007, s. 159) leadership is “a process of motivation, effect of individuals to achieve their work.”

According to these descriptions leadership could be defined as; the process of to direct individuals or a group towards mutual purposes, to encourage workers achieve the target, to coordinate, and be equipped with the knowledge and ability that effect.

Bass (1990, s. 38) expresses leadership as the only and most critical reason why organizations be successful or unsuccessful. Leaders in organizations could be obliged to direct the process that extremely complicated, addicted to each other and which about the individuals and groups. This is why leadership is a highly important for organizations (Bennett, 2009, s. 10). Complicated structure of leadership has caused

many different problems that leadership researchers encounter historically. That's why there are various approaches has been made out.

Modern leadership approaches emerged from the criticism of feature theory, behavioral and situational leadership theories. These are transformational and transactional leadership theories. First of the modern leadership theories is transactional leadership theory. Burns (1978) describes transactional leadership as to activate followers in a reward based ideology (Öztop, 2008, s. 19). Another modern leadership approach is transformational leadership approach which propounded by Burns in 1978 and developed by Bass (1985). Transformational leadership is the process of leaders approach to the organizations purposes with a new and different aspect and direct followers to that determined. Transformational leader is the person who provides effectiveness in organizations by performing innovation and variation (Koçel, 2010, s.592).

Main purpose of this study is to determine the perception of workers of the hotel establishment to the transformational leadership and determine these perceptions differ from their demographic features (educational status, tourism educational status) and their position in hotel (position, total working hour, department, star number)

### **Method**

In this study determining workers perception of transformational leadership in hotel establishment and determine the difference between perceptions according to workers demographic features and their position in the hotel establishment is aimed. The universe of this study comprises from the workers of 4 – 5 star hotels which operates in Antalya. Random sampling method used in this research. Surveys used as data collecting tools in this research. 391 surveys have been analyzed in this research. Within this research, Multi Factor Leadership Questionnaire that developed by Bass and Avolio (2009) is used.

Before the analysis, it is controlled if data's has normal distributed or not, according to this conclusion which statistical technique that parametric or non-parametric will be used is decided. Forecasting to test data's suitability to the normal distribution Kruskal Wallis and Shapiro-Wilk test is used and Q-Q plot normal distribution graphics are examined. As the conclusion of this examination it is seem that leadership points are normally distributed. Parametric test methods are used due to data's normal distribution. t-Test and ANOVA tests are applied for determining the meaningful difference between the parameters that educational status, position, total working hour, department, tourism educational status and number of the stars and transformational leadership style. For establishing the meaningful differences between groups, Tukey test is utilized.

### **Results**

According to the data, on the demographic characteristic of workers who participated to the research, % 57,5 of the workers are male, and % 42,5 female. The % 41,7 of workers ages are between 16-25 and % 36,6 of the are 26-35. This can be concluded that most of the workers who attended this research are young people. % 44 of the people who attended this research are graduated from high school and %20,7 of the people are graduated from associated degree.

The ones who had tourism education got their training at the percentage of 25,5 tourism education centers, 23,8 in-service training, 22,6 in hotel management high schools. The lowest percentage is undergraduate and post-graduate tourism educations with %11,9.

% 44, 8 of the participants are working in the food and beverage department. Percentage of the reception (% 21,7) and housekeeping departments (% 18,4) are close to each other. The lowest participate to the research with percentage of % 5,4 from accounting department. % 71,9 of the working people are workers and assistants; % 14,8 of them are chief and chief assistants, % 13,3 of them are manager and manager assistants. When the data about workers working time is examined, it is seen that the % 52,2 of them worked between 1-5 years and % 29,7 between 6-10 years.

According to results, obtained from research, hotel managers have the ability of transformational leadership, there is a meaningful difference between workers demographic features, their positions in hotel and managers' transformational leadership features.

### **Discussion**

Within the research, it is tried to determine that workers perception of transformational leadership in hotel establishment the difference between perceptions according to workers demographic features and their position in the hotel establishment. As the result of this research in the perception of workers hotel managers has the feature of transformational leadership. These results correspond to the results of Akalın (2004) and Ören (2006)

When transformational leadership dimension examined, as a conclusion it is reached from the perception of workers; hotel managers mostly use the dimension of intellectual stimulation and direct the attitude of workers and they use the least inspiring motivation method.

When results are analyzed, there is a meaningful difference between workers demographic features, their positions in hotel, and transformational leadership. The results of study correspond to the results of Karalar (2010), Bozkurt, Goral (2014). However, there isn't a meaningful difference between working time variable and individual assistance. As the workers educational status and working time increased, they notify more positive aspect about the all dimensions (idealized impact (attributed and behavioral) individual support, intellectual stimulation, inspiring motivation) of transformational leadership. It can be expressed that chief and chief assistants are more positive than worker and worker assistants, the people who work in accounting department are more positive than food and beverage department about the all dimensions of transformational leadership. When tourism education variable examined, the ones who had tourism education are more positive than who hadn't, and also the ones who work in 4 star hotels are more positive than ones who work in 5 star hotels about all dimensions of transformational leadership.