

## **The Effect of Charismatic Leadership and Organizational Identification on Job Satisfaction and Turnover Intention**

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### **Extensive Summary**

#### **1. Introduction**

Management and leadership approaches adopted in organizations are at the forefront of factors that directly affect the attitudes and behaviors of employees in the workplace. It will positively contribute to the attitudes and behaviors exhibited by the employees to their positive perception of leadership approaches and their sense of belonging to their organizations and works. In other words, employees who are satisfied with the management style applied to the organization will develop positive attitudes and behaviors against their organizations and their works. For these reasons, it was aimed to reveal the effect of charismatic leadership and organizational identification on job satisfaction and turnover intention. In the study, firstly charismatic leadership, organizational identification, job satisfaction and turnover intention were conceptually discussed and later hypotheses were developed based on the relevant literature to test research hypotheses in banking sector workers sample, which are very suitable for empirical studies on research variables.

#### **2. Method**

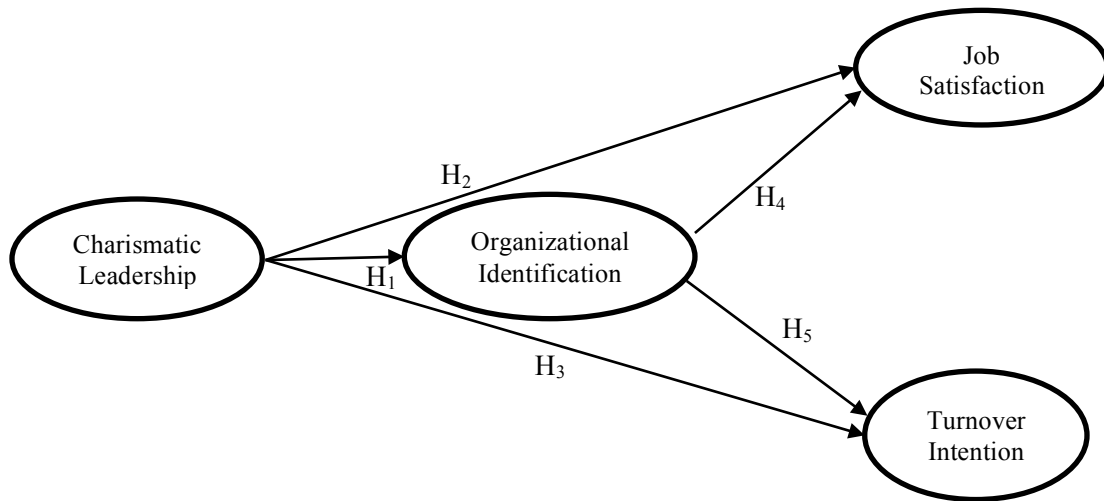
##### **Sample and Data Collection**

The research was conducted in November-December 2017 for the general directorate of a public bank. In this period, the total number of employees working in

the bank's general directorate is 4650 and a total of 195 available questionnaires were obtained. In this context, the selected sample represents approximately 5% of the population.

The charismatic leadership scale (24 item) developed by Conger and Kanungo (1994) was used to measure participants' perceptions of charismatic leadership. The scale consists of 6 sub-dimensions; vision and articulation, environmental sensitivity, unconventional behavior, personal risk, sensitivity to member needs, does not maintain status quo. Participants' perceptions of organizational identification were measured by the 6-item organizational identification scale developed by Mael and Ashforth (1992). Job satisfaction was measured by 3-item job satisfaction scale developed by Cellucci and DeVries (1978). Turnover intention was measured by the 3-item turnover intention scale developed by Bluedorn (1982). Judgmental statements in the scale were ranked based on Likert. (1=strongly disagree to 5=strongly agree)

### Research Model and Hypothesis



*H<sub>1</sub>: Charismatic leadership has a significant effect on organizational identification.*

*H<sub>2</sub>: Charismatic leadership has a significant effect on job satisfaction.*

*H<sub>3</sub>: Charismatic leadership has a significant effect on turnover intention.*

*H<sub>4</sub>: Organizational identification has a significant effect on job satisfaction.*

*H<sub>5</sub>: Organizational identification has a significant impact on turnover intention.*

*H<sub>6</sub>: Organizational identification is a mediator between charismatic leadership and job satisfaction.*

*H<sub>7</sub>: Organizational identification is a mediator between charismatic leadership and turnover intention.*

### 3. Results

Pearson correlation technique was used to analyze the relation between variables. As a result of the analysis, there is a significant positive correlation between charismatic leadership and organizational identification and job satisfaction. On the other hand, charismatic leadership and organizational identification have a significant negative

relationship with turnover intention. Also, charismatic leadership and organizational identification have a significant negative relationship with turnover intention.

Regression analysis was conducted to measure the effect of charismatic leadership and organizational identification on job satisfaction and turnover intention. According to the results of analysis, charismatic leadership has a significant effect on organizational identification ( $\beta = 0.479$ ,  $p < 0.001$ ), job satisfaction ( $\beta = 0.493$ ;  $p < 0.001$ ) and intention to leave work ( $\beta = -0.377$ ;  $p < 0.001$ ). Therefore Hypothesis 1, 2 and 3 are accepted. However, organizational identification has a significant effect on job satisfaction ( $\beta = 0.489$ ,  $p < 0.001$ ) and turnover intention ( $\beta = -0.405$ ;  $p < 0.001$ ). Hence, Hypothesis 4 and 5 are accepted. The method developed by Baron and Kenny (1986) was used to determine the mediating role of organizational identification in the effect of charismatic leadership on job satisfaction and turnover intention. Findings show that the effect of charismatic leadership is partly mediated by organizational identification in the effect on job satisfaction and turnover intention.

#### **4. Conclusion**

In this study, the effects of charismatic leadership and organizational identification on job satisfaction and turnover intention were examined in the sample of banking sector employees, all of the hypotheses developed were accepted. Analyzes show that there is a significant positive correlation between charismatic leadership and organizational identification and job satisfaction, charismatic leadership and organizational identification are also a significant relationship in the negative direction with turnover intention. According to regression analysis, there is a significant effect of charismatic leadership and organizational identification on job satisfaction and turnover intention. This finding indicates that in the case of the increase of the employees' perceptions of charismatic leadership, the level of organizational identification and job satisfaction will increase and the level of intention to leave will decrease. On the other hand, research findings show that the effect of charismatic leadership is partly mediated by organizational identification in the effect on job satisfaction and turnover intention.

In general, research findings indicate that charismatic leadership is a variable that influences employees' attitudes and behavior. For this reason it may be advisable for organizations and managers to take account of the influence of charismatic leadership on employees and to create an organizational structure that will affect employees positively. Thus, the level of organizational identification and job satisfaction of employees can be increased and turnover intention can be reduced. Researchers are also advised to consider the relationship between other employee outputs and charismatic leadership, which are often the subject of research in the field of organizational behavior in future studies, and use similar variables in their research.