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## Leadership, personality, job satisfaction and job performance

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### Abstract

The personality of leaders, the degree of satisfaction of the employees, the type of adopted leadership, the professional performance of the employees are concepts we frequently meet among the newest papers of the organizational psychology domain. In the present paper we unitary approach the relation between the four mentioned concepts on a single sample of subjects (managers and employees in retail business). The present study was guided by the following objectives: 1. Identifying the type of leader who generates the job satisfaction among his employees; 2. Identifying the relation between facets of leadership and personality features of the leader; 3. Correlating the leadership styles with the degree of professional performance.

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### 1. Introduction and theoretical perspectives

The frequent changed that the organizational field confronts with nowadays can the efficiently managed if the leaders of such organizations show flexibility and ease in adapting to new situations (Bass et. al., 2003).

The leaders who are capable of mobilizing the entire team and finding creative solutions to the new market requests, to complex problems met by today's organizations were named by literature transformational leaders (Sîntion & Iliescu, 2008).

The positive influences of leadership over the employees are the ones that motivate them to reach the maximum potential for the individual and the organization's good (Iliescu et al, 2007).

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A series of scientific studies (Bass et. al., 2003; Avolio, 1999) have emitted and tested the hypothesis according to which there is a connection between practicing transformational leadership and the employees' performance. For example, Bass et al. (2003) assert that transformational leadership positively correlates to managerial performance, to the performance of employees proposed for accession, to reaching finance objectives of different departments, per assemble to positive performance of employees. DeGroot, Kiker & Cross (2000) have conducted a meta-analysis confirming the positive correlation, already identified by several studies, between transformational leadership and performance. Another interesting fact reported by the previously mentioned authors (DeGroot et al., 2000) is connected to the difference between individual performance and the group's. The same studies report much stronger correlations when we refer to the performance measured at the group's level compared to when we speak of the individual performance.

The new theory of efficient leadership (Iliescu et al., 2007) considers the transactional leadership to be efficient when lower performance levels are desired or when the organization confronts with minor changes. In complex situations, when the organization passes massive changes or when more than the simple reach of some objectives is expected, the transactional leadership model must be completed with the transformational one.

We can't speak of leadership and professional performance without taking professional satisfaction into account. Professional satisfaction can be defined as an affective positive reaction of the employees, determined by reaching the activities' requests (Vercelino, 2008), a feeling of content felt by the employees as a result of their activity in a given organization. A series of previous studies (Templer, 2012; Avolio & Bass, 2004) are centered on the relationship between the work satisfaction and the personality factors of the individual. On the other hand, there are few studies centered on the correlation between the leader's performance on a sample of managers from the retail domain.

## **2. Sample**

The research sample consisted of 1272 employees of retail companies in Bucharest, 41% of them being male and 59%, female. Out of these, a number of 173 participants (50% male and 50% female) occupy leading positions of middle and high levels. All employees report at least three months of activity in the company and they are aged between 24 and 51 years old (with a mean age of 33). The attendance was facultative and not rewarded.

## **3. Procedure**

Data was collected between February and April of 2013. The present study adopts an exploratory design and is part of a longitudinal study which started in 2011 and is still being conducted.

The variables controlled during the study: the organization's extension, the size of the subordinate team, the number of superior hierarchic level, the participation to training programs or personal development related to leadership. The subjects included in the present study did not participate during the past two years to any professional training programs or personal development related to leadership.

The first step of the study consisted in collecting social and demographic data and identifying the level of satisfaction (in the case of all employees), followed by evaluation of the personality traits and the type of leadership adopted by the participants with leadership functions. Also, data was collected regarding the performance of the executive teams.

The present study was guided by the following objectives: 1. Identifying the type of leader who generates the job satisfaction among his employees; 2. Identifying the relation between facets of leadership and personality features of the leader; 3. Correlating the leadership styles with the degree of professional performance.

## **4. Measures**

In order to investigate the personality, we used one of the most well-known instrument of scientific literature: CPI 260, adapted and validated on the Romanian population (Pitariu et al, 2006).

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