

T. C.
MARMARA ÜNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ
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YÖNETİM VE ORGANİZASYON (İNGİLİZCE) BİLİM DALI

**THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP
AND JOB SATISFACTION IN MULTINATIONAL COMPANIES: THE ROLE
OF POWER DISTANCE IN GERMAN & TURKISH NATIONAL CULTURES**

Master's Thesis

Sena Gölebakar

Istanbul, 2020

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Sena Gölebakar

Advisor: Prof. Dr. Fatma Aslı Ekmekçi

Istanbul, 2020

GENERAL KNOWLEDGE

Name and Surname : Sena Gölebakar
Field : Business Administration (English)
Program : Management and Organization (English)
Supervisor : Prof. Dr. Fatma Aslı Ekmekçi
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ABSTRACT

THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP AND JOB SATISFACTION IN MULTINATIONAL COMPANIES: THE ROLE OF POWER DISTANCE IN GERMAN & TURKISH NATIONAL CULTURES

This study examines to understand the factors which are affecting job satisfaction in multinational companies. The multinational companies are highly open to cultural diversity with different cultured leaders in organizations. Nationality differences in the top management levels have an impact on the employee's satisfaction with the job. Then analyzes how the power distance dimension implies the relationship between leadership and job satisfaction. So, this study aims to examine the effects of these differences on employee's satisfaction on their job and the relations between satisfaction and transformational leaders.

There is no doubt people's feelings have been so much linked to job satisfaction. The leadership styles have been elaborated and the most proper one is transformational leadership which adapts to each condition on the global level for this multinational company.

In the study, it has been emphasized that whether a meaningful relationship is between the manager's national culture/power distance and the correlation of transformational leadership style and job satisfaction by using surveys and making literature research of multinational companies. For the study limitation, German multinational companies located in Turkey have been chosen and set power distance dimension of national culture to see the diversity on for both German and Turkish leaders.

In the data analysis portion of the study, the questions which cover job satisfaction and transformational leadership and power distance effect on it have been created, information collected with the surveys, and statistical analysis of the data has occurred. The scale Power Distance Index, Job Satisfaction Scale, and MLQ- Multifactor Leadership Questionnaire have been used for the empirical analysis. To align the data that has been captured from the survey the relationship between transformational leadership and job satisfaction and power distance effect on this relationship has been set.

GENEL BİLGİLER

Ad ve Soyad	: Sena Gölebakar
Anabilim Dalı	: İşletme (İngilizce)
Programı	: Yönetim ve Organizasyon (İngilizce)
Tez Danışmanı	: Prof. Dr. Fatma Aslı Ekmekçi
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ÖZET

ÇOKULUSLU İŞLETMELERDE DÖNÜŞÜMSEL LİDERLİK VE İŞ TATMİNİ İLİŞKİSİ: ALMAN & TÜRK ULUSAL KÜLTÜRLERİNDE GÜÇ MESAFESİNİN ROLÜ

Bu çalışma, çok uluslu şirketlerde iş tatminini etkileyen faktörleri anlamak amacıyla yola çıkmıştır. Çok uluslu şirketler, organizasyonlardaki farklı kültürlü liderlerle kültürel çeşitliliğe oldukça açıktır. Bu çeşitlilik din, dil, ırk, cinsiyet ve milliyet olarak ortaya çıkar. Üst yönetim kademelerindeki milliyet farklılıkları, çalışanların işinden memnuniyetini etkilemektedir. Bu etkiler bağlılık, sadakat, iş performansı ve memnuniyet değişiklikleri şeklinde kendini gösterir. Araştırma, kurumlardaki ulusal kültür farklılıklarını ve bu yabancı yöneticilerin ulusal kültürünün uygulanmasında güç mesafesi boyutunun etkisinin, liderlik ile iş tatmini ilişkisi üzerindeki ağırlığını analiz etmiştir. Kısaca araştırmanın amacı, kültürel farklılıkların çalışanların iş memnuniyeti

üzerindeki etkilerini ve memnuniyet ile dönüşümcü liderlik arasındaki ilişkileri ve bu ilişki üzerindeki güç mesafesinin farklılaştırıcı etkisini incelemeyi amaçlamaktadır.

Şüphesiz ki, insanların iletişimi ve duyguları, çalışanların iş tatmini oranı üzerinde oldukça etkilidir. Bu sebeple her bir yabancı yöneticinin şirketin vizyon ve misyonu, yıllık hedefleri ve şirketin mevcut organizasyon kültürü doğrultusunda yarattığı değişken etki destek işlemleriyle gözlemlenmiştir. Liderlik stilleri detaylandırılmış ve çok uluslu şirketler için en uygun olanı, küresel düzeyde her koşula uyum sağlayabilen dönüşümsel liderlik olarak belirlenerek, çalışmaya anahtar olmuştur. Dönüşümsel liderliğin iş tatminine etkisi, anketler vb. destekleyici dökümanlarla analiz edilmiştir.

Çalışmada, çokuluslu şirketlerin anket ve literatür araştırmalarından yararlanılarak yöneticinin ulusal kültürü / güç mesafesi ve dönüşümcü liderlik tarzı ile iş tatmini arasında anlamlı bir ilişki olup olmadığı vurgulanmıştır. Çalışma sınırlaması için, Türkiye'de bulunan çok uluslu Alman şirketleri seçilmiştir ve hem Alman hem de Türk liderlerin güç mesafesi boyutu için farklı ulusal kültür etkisi gözlemlenmiştir.

Çalışmanın veri analizi bölümünde, iş tatmini ve dönüşümsel liderlik ve bunun üzerindeki güç mesafesi etkisini kapsayan sorulardan anket oluşturulmuş, anketlerle toplanan bilgilerden yola çıkılarak, verilerin istatistiksel analizi gerçekleştirilmiştir. Ampirik analiz için Güç Mesafe İndeksi, İş Doyum Ölçeği ve MLQ-Çok Faktörlü Liderlik Anketi ölçeği kullanılmıştır. Anketten elde edilen verileri hizalamak için dönüşümcü liderlik ile iş tatmini arasındaki ilişki ve bu ilişki üzerindeki güç mesafesi etkisi belirlenmiştir.

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ABBREVIATIONS

<i>MNC</i>	Multinational Company
<i>FDI</i>	Foreing Direct Investment
<i>M&A</i>	Mergers and Acquisitions
<i>TLA</i>	Turkish Language Affiliation
<i>AL</i>	Autocratic Leader
<i>TL</i>	Transformational Leadership
<i>SPSS</i>	Statistical Package for Social Sciences
<i>MLQ</i>	Multifactor Leadership Questionnaire
<i>IE</i>	Idealized Effect
<i>CE</i>	Charisma Effect
<i>II</i>	Individual Interest
<i>MS</i>	Motivation by Suggestion
<i>IS</i>	Intellectual Stimulation
<i>JS</i>	Job Satisfaction
<i>PD</i>	Power Distance
<i>KMO</i>	Kaiser-Meyer-Olkin Measure of Sampling Adequacy
<i>ANOVA</i>	Analysis Of Variance

INTRODUCTION

While the world has been getting more global year by year, the organizations are also changing their management models, managerial styles, and company cultures accordingly. Over the past years, labor is not the only input for the service or good manufacturing of the companies, but also the most valuable 'internal customer' for contemporary companies. For this reason, to keep the employee's job satisfaction high adds value to the organization's sustainability (Celep, 2004; Dođramacı, 2019).

In the 21st of the century to remove the borders among the countries is the biggest advantage to meet with different leadership cultures for the organizations. Lots of companies have a chance to open franchisees or to make direct investments in another country for cost advantage or to capture a bigger part of the market pie. With high brand loyalty and low turnover of the employees in the long term, multinational organizations create a difference in the market and can fight with the competitors with a strong organizational structure.

The purpose of this study first to discover new global/multinational companies' leadership styles and to understand the satisfaction of the employees who work with leaders from different cultures (Avolio et al., 2004; Karip, 1998; Arslan, 2019, p:951-968).

In the first part of the thesis, definitions, and characteristics of multinational companies, national culture and its dimensions, and leadership impact have been explained. Next part of the thesis, after leadership theories and job satisfaction definitions and theories, previous studies for the correlation between culture & transformational leadership and job satisfaction are discussed. The last part contains the analysis for the research, questionnaires' results, and general comments about the results. To limit the study, as multinational companies German MNCs located in Turkey have been chosen and the surveys have been collected from the white-collar employees of these organizations. Next section, a literature review of the study has been taken place.

I. LITERATURE REVIEW

1. MULTINATIONAL COMPANIES

1.1. Globalization and Multinational Companies's Rising

In recent times the definition of globalization has gained much more importance from the social, financial, cultural, economic, and political perspectives. Developing information technology, worldwide web dimensions, social media networks, and new communication devices such as through the internet have supported the development of globalization as well. People can properly communicate and meet each other from the various countries of the globe much easier than in the past years.

Organizations also have felt the globalization scope with decreasing the commercial limitations and borders and becoming easier through the money circulation such as swift, bitcoin, or crypto money. On the other hand, this union of the people and organizations from the different countries of the world have created cultural inclusion and tried to eliminate the diversity between different nationalities. For this reason, companies have investigated the ways of using the globalization pros, such as getting more pieces from the market pie and reaching new customers with low-cost allocation. And these globalized organizations have been called multinational companies to explain the polinationality structure of these companies. MNC is the company which has been operated the commercial activities minimum in two different countries but managed the operations centrally from the home country or headquarter, economically dependent but legally independent. The oldest MNC in the world with today's commercial name "Unilever" has been established in 1950 with the merging of two companies one Germany – Uni and another from Britain – Lever Brothers (Tağraf, 2002, p:33-42).

1.2. Types of Multinational Companies

Types of MNC that enter other countries' market can be classified as below;

- Foreign Direct Investment; is a venture made by a firm or person in one nation into a trading interface found in another nation. In any case, FDIs are recognized from portfolio speculations in which a financial specialist only buys values of foreign-based companies.
- Franchising; is commerce whereby the proprietor licenses its operations—along with its items, branding, and knowledge—in trade for an establishment expense. The franchisor is the trade that gifts licenses to franchisees.
- Joint Venture; could be a trade substance made by two or more parties, by and large characterized by shared proprietorship, shared returns and dangers, and shared administration. Companies ordinarily seek after joint ventures for one of four reasons: to get to an unused showcase, especially developing markets; to pick up scale efficiencies by combining resources and operations; to share hazard for major speculations or ventures, or to get to abilities and capabilities.
- Mergers and Acquisitions; are exchanges in which the proprietorship of companies, other commercial organizations, or their working units are exchanged or solidified with other substances. As an angle of key administration, M&A can permit undertakings to develop or scale down and alter the nature of their trade or competitive position.
- Export; are products and administrations that are delivered in one nation and sold to buyers in another. Trades, beside imports, make up universal exchange.

1.3. Characteristics of Multinational Companies

MNC's main characteristics have been elaborated below points.

- MNC before direct investing in another company first browses all the properties of the invested country and measure the risk for the investment.
- To open factories or working places, MNC chooses the less developed countries to hire the employees with low-cost and to gain the labor advantage.
- MNC has strong financial status.

- MNC conduct the operations from the main country or headquarter.
- The main aim of MNC is to have profit for the main country.
- MNC is economically dependent, legally independent from the main country.
- MNC has strategic planning on an international level.

(<https://prezi.com/lqisfpvaspng/cok-uluslu-sirketler-nedir/?frame=367eaf8ecd947ba0993b00ee2771e987e7d87afe>)

2. CULTURE AND POWER DISTANCE

2.1. The definitions of Culture

In our standard of, living individuals communicate and connect with each other. Some values, convictions, and convictions they have brought from the past in nearly every field they operate they are seen to move around data. This common social legacy is what individuals create It moreover appears itself in groupings and organization, as a result of globalization, organizations, and nations operating between exceptionally diverse and different social structures. Internationally characterized culture and multinational companies as a result of being obliged to look at how viable it is in terms of organizational culture must assess.

The term culture implies "colere" or "culture" in Latin. It is acknowledged that it comes from the word.

The concept of culture is utilized rather than civilization, civilization, and advancement in our language. Although utilized as the primary step of concepts, the common point of all the concepts we cite is to come and incline on human creatures, to radiate from human creatures. Culture, which is the generation of man, a complex entire, a building made of distinctive stones, in motion it looks like an enormous building, it incorporates everybody who gets in its way (Eroğlu, 1996, p:106).

In our social dialect, hars, crop, can be utilized rather than civilization and civilization concepts. Turkish Language Association says the concept of culture, (2005)

which is expressed to come from French within the word reference, is characterized as takes after: "1. With all fabric and otherworldly values created within the historical, social advancement process, to a human and common social environment, which is utilized to form, pass on to the following generations. the entire of the instruments that appear the degree of sway, hars, trim. 2.A society or people the entire of thought and works of craftsmanship special to the community. 4. The information picked up by the person." In the definition of TLA, a reply can be found almost what culture is, as well as the individual and social shapes as well; Turkish culture, Middle easterner culture etc. when we say that culture is plural When we say the representation of the refined individual, the representation of the culture on the person premise is additionally clear (Karşlı, 2016, p:40-44).

Molded around behavior designs and esteem judgments decided for nearly every nation between social orders, towns, nations, and neighborhoods, as there are distinctive social structures. These contrasts, which can be considered as another frame of society, are economic It is additionally displayed inside communities and organizations. Primarily, the society, nation, local organizations influenced by numerous diverse conventions and conceptions, counting the culture of values one ought to not think in an unexpected way from associations individuals make. Organizations in this sense considered in setting, the contrasts change in connection to identity sort and values. Parallel with this study's purpose, German and Turkish culture are elaborated next sections.

2.2.Cultural Diversity & Cultural Globalization

With the communication openings brought by globalization and innovation, societies within the world have begun to interweave. No culture is disconnected from others.

We live in a progressively multicultural world, where it is now not conceivable for us to live as it were in our claim culture. Whatever job we do, we are going to share our lives with individuals from distinctive societies with diverse esteem judgments. In arrange to be profitable gently in a multicultural environment, we must begin with an attempt to

get it this difference instead of judge what is distinctive from us. There's nothing predominant or second rate to the culture we were brought up to than that of our colleagues from a diverse past. Our worldview and traditions are not predominant to theirs.

No one religion or order is prevalent to another; one raceway better than another; one dialect isn't worth more than another. But all religions, races, and dialects are diverse from each other. It is fair different. Our obligation is to get these contrasts and to get it the sensitivities of those who are diverse from us and to be aware of them. Understanding and being aware is the common awareness of the age we live in it is the level of intellect that humankind has come from.

An organization requires a different kind of abilities, know-how, and experience, it is accepted that that heterogeneous teams would be more successful in the market than homogeneous teams. New world order, showing that diverse teams produce more creative ideas for the problems. Differing qualities in terms of useful zone and abilities, considering styles, and individual characteristics are frequently a source of imagination. In expansion, differences may contribute to a solid level of difference that leads to way better choice making. both useful differences and sex differing qualities can have a positive effect on workgroup execution. Racial, national, and ethnic differing qualities can too be great for groups, but within the brief term, these contrasts might ruin group interaction and execution. Groups made up of racially and socially different individuals tend to have more trouble learning to work well together, but, with successful administration, the issues blur over time (Aksoy, 2020).

2.3. National Culture and Hofstede's Six Culture Dimensions

Geert Hofstede's reflections on culture are based on one of the most comprehensive empirical studies ever made on cultural differences.

In the 1970s, IBM, which was also a highly international company at that time, was asked to develop recommendations, despite IBM's worldwide attempts to set common procedures and standards, for example, due to significant differences in the operation of its factories in Brazil and Japan. Hofstede then explored the differences in

IBM's work. It tried to reveal the differences encountered in different facilities at various stages, including detailed interviews and surveys sent to IBM's employees all over the world. Since the organizational structure, rules and procedures are quite similar almost everywhere, together with the education levels of the employees, he reached the conclusion that the differences that occur in different places may stem from the people working in that factory and therefore the cultures of that country. Power distance, Avoiding uncertainty, Individualism / Collectivism, Masculinity / Femininity (Inal, 2014). Michael Harris Bond in (1999) found another measurement known as long-term vs. short-term orientation and Indulgence vs. Restraint has been add in 2010 by the son of Hofstede, Gert Jan Hofstede and Michael Minkov.

Avoiding uncertainty; is one of the dimensions of national culture that shows how the individuals handle the uncertainty in the same society. If the avoiding uncertainty is high, this group is more open to hesitate the risks and to try keeping safe itself.

Individualism / Collectivism; is another dimension of national culture that shows the ratio of individualist or collectivist culture in society. Individualist cultures take into consideration individual benefits, but collectivist cultures give priority to the group's expectations instead of individuals.

Masculinity / Femininity; dimension analyzes the roles among the genders in the society. Some cultures have very strict rules and borders and categorize the job distribution depends on the genders. Male employees are more dominant for these societies and feminine cultures have been more people-oriented comparing to the masculine cultures task-oriented mindset.

Long-term - Short-term orientation; differs the national culture with planning timeline. The societies which makes plans with long term, have the key points as saving and sustainability. For the short-term oriented cultures, the key points are consuming, spending money and makes plans in short term.

Indulgence vs. Restraint; in indulgent societies, it is tolerated for individuals to experience their desires and feelings comfortably. Restraint cultures, on the other hand,

refers to a cultural characteristic that is regulated by strict social norms and where individual needs and desires are controlled and restricted.

Power Distance; is to the extent that less powerful team members of culture hope and understand the power to be distributed unequally and this dimension has been elaborated in the next section (Tunçay & Pınar., 2020, p:20-39)

2.3.1. Power Distance

In both social and organizational life, people relationship with power, more precisely with those who have power, is inevitable. That's why, power is indisputably the most important element of management. However, as stated by Foucault (2014), expressing that there cannot be a society or organization other than power relations does not mean that established power and individual relations are necessary and inevitable. Because this necessity and inevitability does not express a mere bureaucratic relationship between the individual and the power. Rather, these relationships encompass the network of socio-political relations. The examination of this relationship between the person and the power is one of the foremost viable ways to get it both the social and social structure and the person. In this setting, one of the concepts utilized in clarifying the relationship of the person with power is power distance (Yorulmaz et al., 2018, p:671-686).

Power distance is the acceptance of unequal power distribution by a group it is the level of being (Robertson, 2000). "Power distance dimension; individuals of a community and the unequal distribution of power in organizations. The distance of power caused by the members of society is parallel to the values of that society. The differences occur, and the differences in power level are adopted in time (Güleç, 2010, p:43).

In some nations, the people have accepted their low power in the society and do not force to change the system. For these kinds of societies, the people who work in the top-level management, do not need to prove their power to the subordinates or other low power people.

This dimension has been related to the behaviors of the subordinates while they follow their leaders. If the power distance is high, all instructions are followed one by one by the employees. If the power distance is low, the employees can see themselves on the same level with their managers from the power perspective (Güleç, 2010, p:43).

The term distance of power is defined to the extent that less powerful team members of society expect and accept power to be distributed unequally. It emphasizes to what extent people naturally perceive the unequal distribution of power. Organizationally, power distance refers to the extent to which lower ranked employees approve of managers 'autocratic behavior and disagree with their managers' views (Yorulmaz et al., 2018, p:671-686).

Hoftsedde has found the Power Distance Index to measure the power distance for the cultures. This relationship is between the leader and the follower. And bosses' decisions can affect the team members behaviors.

2.3.2. German Culture

Being the fourth biggest economy within the world in terms of gross national product item per capita, Germany is the world's third-biggest merchant and exporter. Germany, which is among the foremost developed nations with its tall living guidelines, includes a high-tech industry, social security, and national wellbeing system. Germans who connect awesome significance to natural assurance, arrange, security, and reliability draw consideration with their stickler social structure. Germany, which has more than ten thousand celebrations celebrating film, music, craftsmanship, and devout days, more over stands out with its sectoral fairs.

In later a long time, Germany has ended up one of the foremost sought-after migration nations around the world, positioning tall in OECD reports on things such as work-life adjustment, instruction, security, and life fulfillment. Whereas the vast majority of individuals within the nation live in a tall standard of living conditions, the ethnic and social differing qualities and richness that come with migration are among the foremost critical highlights of Germany. Nowadays, within the nation with a populace of more than

80 million, over 16 million individuals with a migrant foundation live, whereas the biggest ethnic minority has a place to the Turks, with around 3 million. Whereas workers in Germany make an imperative commitment to the social and financial advancement of the nation, a law-based and generous understanding is at the cutting edge. The rights of ladies, children, gay people, the elderly, and the crippled are especially vital, in specific to a great rise to instruction for all. Because of this population's diversity, German culture has been open to different cultured people to survive under the same umbrella. (www.almanyakonsoloslugu.com/hakkinda/)

2.3.3. Turkish Culture

Culture is related to the obvious past, improvement properties, modes of time, and social relations of human social orders. All inventive works out of individuals and respect judgments within the middle of these works out are parts of the culture. The way of life in Turkish community in ancient times has been changed to settled life and individuals haven't had inconveniences with agribusiness. With city life, professional associations which are agreeing to the nature of the merchandise have occurred. This hierarchical show was made strides with Society framework within the hassock period (Güneş, 2010, p:259).

When it is inspected the advancement of Turkish private segment, it is seen that the advance has come to the current circumstance by passing certain stages as other nations. It is conceivable to summarize Turkish private segment stages as pre-republication and after republication. The Republic of Turkey has taken over an agrarian nation which was underdevelopment and scattered and closed family businesses much obliged to the creates of the private division (Yıldız, 2006).

2.4. The definition of Organizational Culture & Leadership Impact

Diverse disciplines of organizational culture such as administration, communication, brain research, humanism, and anthropology working by the analysts

included in numerous definitions of the marvel in question. In this sense, Schein, organizational culture, organization's The modern individuals, made and created amid the adjustment to the outside environment and inner integration, as a show of essential presumptions that he passes on as a way of seeing, considering, and feeling. Defining this concept, Morgan employments the concept that individuals co-create and reproduce the world they live in. has been tended to as an active, living marvel that empowers it to set up (Durgun, 2006, p:114).

In common, organizational culture is shared and taken after by people, and bunches inside the organization are characterized as values. Arrangements for any problem and progressively, these arrangements got to be shared esteem. Another according to the definition of organizational culture, the traditionalized considering, feeling, and It is clarified as a fiction of ways to respond. In this sense, organizational culture, individuals together with a social instrument that holds. The set of values related to organizational culture inside the organization, they are acknowledged by their individuals without address and decide their behavior (Sabuncuoğlu & Tüz, 1998, p:28). They are committed to commerce without overlooking the organizational culture and the diverse characters of the employees which characterize it as a framework of images that are accommodating and shared by all.

2.4.1. German-Style Organizational Culture & Leadership Impact

This study is analyzed with a limitation of German Retailer MNC in Turkey, Istanbul. Considering the German culture, these organizations' rules and strategic plans are controlled by the headquarter in Germany. A German MNC is dependent on the main office policies and procedures strongly. To analyze this study better, German-style organizational culture has to be researched.

Germany's geographic area within the center of Europe, its topographical measure compared to other European nations, its impacts on Europe's flexible structure, its compelling socio-economic show make it a bridge within the center of Europe.

Germany has three vital social and auxiliary highlights in terms of commerce management:

- Strong relationship between banks and industry,
- National and industry level consensus,
- Good education and leaders improvement system.

Although factors such as having a disciplined workforce and the importance of team spirit bring the German management model closer to the Japanese management model, the fact that the employee-employer dialogue is experienced at a high level in the working relations, the development of the group formed in the form of representative participation has differentiated the German management model and executive structure.

Managers: The manager in Germany is not seen as a cultural hero as it is in the USA, and the image of an engineer stands out in businesses rather than a manager. German managers have traditionally advocated and emphasized dialogue with employees.

The consensus formed between workers, employers, and governments at the macro level was reflected in the workplace level, and joint decision-making mechanisms were established at the enterprise level.

The reflection of these developments on the managers was the emergence of a new "social manager" understanding of participatory, expert professional, and innovative manager understanding.

The German management system is similar to the Japanese Management style, with issues such as discipline and team spirit in the workforce. However, the high level of employee-employer dialogue in labor relations and the representational participation pattern in management creates a different management structure (Inal, 2014).

So, next section leadership definitions assist to internalize the type of leadership of German companies and combine with the cultural effect of the MNC's employees' job satisfaction.

2.4.2. Turkish-Style Organizational Culture & Leadership Impact

As can be understood from the decoration of the buildings, the dressing style of the employees, and the office layout; It is understood from the language spoken in that institution, the ways of addressing each other, the stories shared, the attitude, and behaviors that are glorified. There is no right or wrong culture, but culture is always relative. What is true in one culture may be wrong in another. Different cultures interpret the same events differently.

Culture is man-made, not genetic. Societies unwittingly create their own cultures in daily life and pass it on from generation to generation. Behaviors that are adopted and approved gradually become stereotypes, traditions, and are passed on to subsequent generations. A person can be restless and unsuccessful in one environment and happy and productive in another. An employee's success depends on the culture he/she works in as much as his / her personality and experience. Some people bloom in one culture and dry out in another.

Common Turkish culture clarifies itself as more traditional, does not like uncertainty, and creates short term targets comparing to European countries. In Turkey, employees' superiors, family environment have little freedom to express their thoughts small to large. emphasis on authority and to titles in Turkey, respecting hierarchical, rigid and authoritarian management style is dominant. In research carried out by Hofstede Turkey is a country that shows feminine features. In our country, it is not welcomed for a person to "stand out" from the community, "to be the same" is more in demand. In our culture, compassion, solidarity, and cooperation are more common than in many other cultures. Turkey, where individualism is weak, "the culture we" is a country where a judge. For this reason, in Turkish society, "Where are you from?", "Which school are you from?", "Who are you from?" questions like are important. Even the most modern people try to connect with each other with such traditional questions. Turkey is among the countries that do not like uncertainty. For this reason, we want the future to be predictable. This is why civil servants or "being an elementary school teacher" are so popular in

Turkish society. Taking risks, enduring uncertainties, entrepreneurial spirit is a bit alien to us (Aksoy, 2020).

The leadership impact of Turkish organizational culture has shown itself as a more informal and friendly conversation comparing to German culture, but also more respect expectation to the senior people in the organization because of the traditional structure of the country.

In the next section, leadership's definition, and its styles are detailed to set this study's hypotheses on German leadership and cultural effect accordingly.

3. LEADERSHIP

3.1. What is Leadership?

The word 'leader' is raised etymologically from the verb 'to lead'. The leader means that who leads to only one person or a group to guide and give directions for a specific goal. The definition of leadership has been presented since the organizations' history. Before the management and business administration scientific explanations, leadership has existed among the communities. Even if today's organizations are evolved to a more automated system instead of the usage of human power, until the last person works in an organization leadership are existed for the workplaces. Even though leadership started to be studied in the 20th century within the framework of business science, the concept of behavioral leadership goes back much earlier.

Especially with the 20th century, many studies have been conducted on leadership and many different definitions about leadership have been revealed by different scientists. (Tabak et al., 2012, p.1). The different leadership definitions of various researchers from different decades are presented below:

- Leadership is the initiation and maintenance of structure in expectation and interaction (Stogdill, 1974, p: 411).

- Leadership is the process of influencing the activities of an individual or a group in efforts toward goal achievement in a given situation. (Hersey & Blanchard, 1984, p: 86)
- Leadership is an interaction between two or more members of a group that often involves a structuring or restructuring of the situation and the perceptions and expectations of members...Leadership occurs when one group member modifies the motivation or competencies of others in the group. Any member of the group can exhibit some amount of leadership... (Bass, 1990, p:19-20)
- Leadership requires using power to influence the thoughts and actions of other people. (Zalenik, 1992)
- Leadership is a relationship between those who aspire to lead and those who choose to follow (Kouzes & Posner, 2002)
- Leadership is the influencing process of leaders and followers to achieve organizational objectives through changes. (Lussier & Achua, 2009)
- Leadership involves the use of interpersonal skills to influence others to accomplish a specific goal. (Sullivan & Garland, 2010)

There are different definitions from the different scientists for leadership, however, it is observed to find common points among these definitions such as, to reach a specific goal, to have followers, to have a leader and environment for the leadership. As a summary, leadership as defined is the ability to influence people toward the attainment of goals. Leadership is reciprocal, occurring among people. Leadership is dynamic and involves the use of power to influence people and get things done. (Daft, 2006, p.490)

In multinational companies where this study has been completed, diversity can also be at the forefront according to the origin of the company culture, and it has been investigated whether the definition of leadership affects cultural diversity, job satisfaction, and leadership style.

3.2. Development of Leadership Theories

Various leadership theories have been discussed in business science since the 1930s. In this context, the theory about leadership and approaches are classified in different ways. In common classification is (Kippenberger, 2002; p:21-22; Buluç, 2016, p:43):

3.2.1. 1930s -1950s – Traits Leadership Theory and Leadership Styles

The early scholars opined that born pioneers were blessed with certain physical characteristics and identity characteristics that recognized them from non-leaders. Characteristic speculations disregarded the suspicions approximately whether authority characteristics were hereditary or obtained. Jenkins distinguished two characteristics; new characteristics (those which are intensely subordinate upon heredity) as stature, insights, allure, and self-confidence and viability characteristics (based on encounter or learning), counting charisma, as an essential component of administration (Ekvall & Arvonen, 1991). Max Weber named charisma as “the most prominent progressive constraint, able of creating a totally modern introduction through devotees and total individual dedication to pioneers they seen as blessed with nearly enchanted powerful, superhuman qualities and powers”. This introductory center on mental, physical, and identity characteristics that recognized non-leaders from leaders' forecasted investigation kept up that as it were minor fluctuations exist between supporters and pioneers (Burns, 2003). The disappointment in identifying the characteristics which every single compelling pioneer had in common, comes about within the advancement of characteristic hypothesis, as a blocked off component, falling into disfavor. Within the late 1940s, researchers examined the characteristics of military and non-military pioneers separately and uncovered the importance of certain characteristics creating at certain times (Khan & Nawaz, 2016).

3.2.1.1. Autocratic Leadership

Lewin, Lippitt, and White (1939) and Lippitt (1940) presented the first theoretical construction of autocratic leadership (AL). An AL style is the exhibition of controlling

behavior that centralizes both power and decision-making, with unilateral governance and little to no follower input or consideration (De Hoogh & Den Hartog, 2009; De Luque et al., 2008; Foels et al., 2000). The foundation and exhibition of autocratic power originate in the leader's position within the organization, coupled with a controlling decision procedure specifically concerning organization process assets, resources, information, physical location, rewards and punishments (Yukl, 2013; Yukl & Falbe, 1991). Accordingly, scholars (De Hoogh et al., 2015) defined a leader employing a high AL practice, as exercising a controlling and directive leadership model, which engages subordinates or followers according to an established hierarchical structure (Rivers, 2019).

3.2.1.2. Democratic - Participatory Leadership

Tannenbanum and Schmidt (2012) have defined democratic leadership as the leadership in which the decision- making is decentralized and is shared by all the subordinates. In the democratic leadership style, the potential for weak execution and poor decision- making is high. However, the democratic leadership is also known to motivate the employees to perform better, as their views and opinions are valued. Another big problem associated with democratic leadership is the assumption that everyone involved has an equal stake in the decision - making with a shared level of expertise (Rukmani, 2010).

Democratic leaders exhibit “developmental” behaviors and try to have the work done by giving them the right to choose, and also give importance to increasing sharing and willingness in mutual respect by considering organizational communication and group dynamics (Ferguson, 2011). In other words, Democratic leaders try to form an organizational power by providing an atmosphere the employees can share their feelings, ideas, and experiences and showing they value everyone’s ideas (Brookfield, 2010).

3.2.1.3. Laissez Faire Leadership

The real concept of this leadership approach is not both related to the performance of the employees and people's behaviors; Human nature changes day by day and it is impossible to understand people's behaviors or the factors which affect the motivation to manage the people well. These attitudes have never been anticipated by the managers or other people so these cannot be kept under control even by the line manager or Human Resources partners as well. Trying to understand this is the waste of time and effort. So the leader can try to recruit and hire a low profile person who can easily be managed compared to the others. So this low profiled person has also low expectations, no ask for more and ask questions or his or her rights, equality problems or getting an extra salary, bonus, or promotion from the managers, and accept every job description which is given to him or her. So, this kind of leader trusts these low profiled employees so much, to proceed with the task on time and right. Leaders give up to control and giving tasks or targets to the employee. They only interact if it is necessary. So, the development of the employees is not the topic for this leadership approach (Wong & Giessner, 2015).

3.2.2. 1950s-1960s – Behavioral Leadership Theories

This approach mainly based on the leader's behaviors when defining leadership styles. Next section, behavioral leadership theories have been elaborated deeply.

3.2.2.1. Studies of Ohio State University

This think conducted at Ohio State College illustrates that behavioral authority speculations contributed significantly to the improvement and spearheaded advanced studies (Paşaoğlu, 2013, p:107). In this consider, subordinates got to depict the behavior of their leaders has been asked. Based on the answers given; two deciding authority behaviors have characterized a variable. These two factors include considering individuals and acting structure (Durukan, 2013, p:22). Activating the structure; the pioneer himself and his representatives in accomplishing the goals is around how he

structures and characterizes his parts. To set the structure in movement, to the leader determining the communication framework, deciding the employments to be attempted by the workers, job-related by deciding times, setting performance guidelines and exchanging them to employees It covers the method of giving informational (Diker, 2014, p:121). This estimate of work and work completion is given significance (Durukan, 2013, p:22).

Thought behavior, the leader's tall level of employees is related to appearing intrigued. Neighborly demeanors towards the pioneer staff here it approaches with a sense of common belief.

3.2.2.2. Studies of Michigan State University

College of Michigan thinks about, both strategy and leadership two measurements (pioneer for work and employee) in terms of the Ohio State College considers. Be that as it may, Ohio State College thinks about recommend that a pioneer is both task-oriented and relationship-oriented stands on measurements. The pioneers of the College of Michigan consider, either or as individuals who have as were one of the measurements for the employee, constitutes the greatest distinction between these two thinks (Şimşek, 2006, p:16).

The trade pioneer centers on the work that should be done and pressures towards accomplishment. This fashion of pioneer has small certainty in his followers since it is, it continually screens its group of onlookers. Pioneer, employees, see them as machines that perform their obligations and are regularly subject to punishment adopt a control framework based on. Their relations with their workers are poor (Şimşek, 2006, p:24). On the other hand, the individual pioneer is based on the exchange of authority trying to move forward working conditions that will increment the fulfillment of group members and demonstrates behavior that's closely concerned with the individual advancement and advance of the audience (Paşaoğlu, 2013, p:109). In cases where the work isn't clearly decided fundamentally, work-oriented leaders are more compelling, on the other hand, in organized jobs it appears that driving pioneers are more successful (Şimşek, 2006, p:16).

3.2.2.3. Managerial Grid Model of R. Blake & J. Mouton

In assessing the authority behaviors of Blake and Mouton in 1964, two measurements as "being situated towards interpersonal relations" and "being productive" with an administration fashion network suggestion containing has picked up. Blake and Mouton have been challenged by the thought that there's one best authority style. Then, the measurements of giving significance to interpersonal relations and generation together when assessed, they proposed that the foremost successful administration fashion can be accomplished (Paşaoğlu, 2013, p:109). To a huge degree in preparing programs related to organizational improvement demonstrate is utilized by supervisors and pioneers to behave. He collected the variables in two bunches. In expansion, each measurement is related to these groups. Divided into 9 areas appearing. In this way, different director sorts can be easy can be decided (Diker, 2014, p:124).

The Authority (Administration Fashion) Network combines generation concern and human concern combines into a show with two meeting. The level pivot is the leader's the vertical hub moreover speaks to concerns almost individuals, whereas speaking to significant concern does. Each hub speaks to a score of 1 speaking to least uneasiness and 9 focuses speaking to most extreme anxiety. It was drawn as a nine-scale. Numerous authorities by drawing the comes about from each axis style can be appeared. The Administration Lattice outlines five major administration styles: authority-compliance (9,1), city-club administration (1,9), undersized administration (1,1), middle-passenger administration (5.5), and team management (9.9)

3.2.2.4. Four System of Rensis Likert

In this model, leadership behaviors are divided into four groups collected under. Each group's own characteristics and specific behaviors are available.

He alloted numbers 1 to 4 his conceptual models to show the stages of advancement within the designs and styles of administration in organizations. His frameworks are: System 1 – Exploitative – authoritative System 2 – Kind – authoritative. System 3 – Consultative System 4 – Take part – democratic. Within the system of the over models Likert looked for to degree and assess the real designs of administration /

authority in a wide extend of association. He found that most person directors / bosses and associations fit into one or the other of his frameworks in terms of certain working characteristics related to such factors as goal - setting, decision-making, inspiration, administration communication and control. Likert on the premise of the seriously investigate has appeared that tall creating offices in a few associations ponders are stamped by framework 4(equitable). He attributes this basically to the degree of cooperation in administration and the degree to which the sharpen of steady relationship is maintained states.

He states that authority and other forms of the association must be such as to guarantee a most extreme likelihood that in all intelligent and in all connections inside the association, each part within the light of his foundation, values, wants and desires will see the involvement as strong and one which builds and keeps up his sense of his individual worth and significance (Priskil, 2020).

3.2.2.5. X & Y Theory of Douglas McGregor

In the system of Douglas McGregor's hypothesis, the foremost important the calculate is presumption. Agreeing to the theory in question, which may be a reference within the activities of leaders. The component is the induction to be made from the activities of other individuals of the gather. Forementioned assumptions can be isolated into two bunches of contradicting sees, and can be communicated as the hypothesis of X and Y. This hypothesis, Douglas McGregor published in 1957, "The Human Angles of Organizations" (Güdek, 2016, p:15). Douglas McGregor, in this book, depicts the behavior of supervisors inside the organization, He contends that it depends on the way he sees and sees other individuals. He created X and Y speculations in connection to administration and human nature within the context. The fundamental point of X and Y speculations is supervisors and their inspiration. An average X where he expressed that man is inherently apathetic and works as small as possible. The hypothesis is that individuals are not inalienably inactive or against the wishes of the organization, and Y hypothesis, which he states as a result of his encounters (Durukan, 2013, p:25)

3.2.3. 1960s- 1980s – Situational (Contingency) Leadership Theories

The hypotheses of possibility prescribe that no administration fashion is exact as a stand-alone as the administration the fashion utilized is dependent upon the components such as the quality, circumstance of the devotees, or a number of other variables. “According to this hypothesis, there's no single right way to lead since the inside and outside measurements of the environment require the pioneer to adjust to that specific situation”. In most cases, pioneers don't alter as it were the elements and environment, workers inside the organization alter. In common sense, the speculations of possibility are a category of the behavioral hypothesis that challenges that there's no one finest way of leading/organizing which the fashion of authority that's an agent in a few circumstances may not be effective in others (Greenleaf, 1977).

The most known pioneers of the situational leadership approaches are in the following section.

3.2.3.1. Contingency Theory of Fiedler

One of the situational styles of leadership is Fiedler's Contingency Theory. This is one of the positional speculations of administration in which helpful pioneers have no particular qualities and determinations but particular conditions and intelligence between the leader's identity and the conditions of the gather cause pioneers to ended up viable. Concurring to Fiedler, three variables, i.e. leader-member relations, the structure of obligation, and the control of specialists within the pioneer, decide the situational attractive quality. Leader-member connections allude to the degree of shared belief, regard, and certainty between the pioneer and their subordinates whereas the structure of obligation is related to the degree of clarity and soundness of the work. Besides, the control of a specialist is related to the inside and outside control of the position that the pioneer has accomplished and can apply (Sharif, 2006).

3.2.3.2. Path-Goal Theory of House

Based on the path-goal hypothesis, administration behaviors as a source of impact can alter the state of mind, inspiration, and behavior of a person subordinate (Malik, 2014). The path-goal authority hypothesis requires learning pioneers, who are fascinated by spreading a learning culture to receive a mandate, strong, participative, and/or achievement-oriented behavior. Without a doubt, learning pioneers can adopt one of these behaviors to realize the objective of affecting subordinates' information and encounters. In expansion, the selection of a suitable fashion is required to reply rapidly to subordinates' desires, needs, and needs. Agreeing to DeCaro (2005), the appropriation of suitable behavior depends on the alter in situational variables like organizational culture, errand instability, and subordinates' characteristics. Leaders' activities, agreeing to O'Boyle and Cummins (2013), can compensate for any need that can be appeared. This recommends that learning pioneers can embrace any of the path-goal authority styles to spur subordinates to fill the learning crevice and move forward their learning deficiency.

3.2.3.3. Decision Tree Theory of Vroom–Yetton

This model is a decision-making model that focuses on how much the degree of participation in decision-making at different levels of leadership should be significant so that the decision-making process is optimal. In 1973, Vroom and Yetton developed and described in the book «Leadership and Decision-Making» a decision-making system based on a decision tree. In 1988, Vroom, together with Arthur Jago, modified this system, replacing the decision tree with the author's expert system. Thanks to putting the model under a certain mathematical apparatus, it was possible to increase the intelligence of the system as a whole and more clearly formalize the principles of its operation (Sosnin et al., 2017).

3.2.3.4. Contingency Model of Hersey & Blanchard

Originally called the life cycle approach, it puts forward the directive and supportive dimensions of leadership applicable differently in different situations. According to Hersey and Blanchard (1981), the leader must learn the situation and select a style accordingly. A situational leadership model is a useful tool that could help leaders in all types of organizations to achieve their targets. It actually addresses the task behavior, relationship behavior of the leader, and the readiness level of employees (Hersey & Blanchard, 1984). Basically, the model dictates that there is no single way to lead teams. The leader needs to select the way that best suits a particular situation depending upon the readiness levels of followers. The model describes the followers' readiness as their ability, willingness, and the level they assume responsibility to perform organizational tasks (Sikandar & Raza, 2018).

3.2.3.5. Three-Dimensional Leadership Theory of Reddin

Reddin states that in order to evaluate the activities of a leader, the issue must be viewed from three different perspectives. This approach, which is evaluated in three dimensions, is evaluated with relation, effectiveness and task dimension. In the relationship dimension of the subject, the quality of the communication processes with the leader's environment is evaluated. In terms of effectiveness, Reddin assesses the quality of the leader's ability to communicate in terms of impact. Finally, Reddin assesses the skills of employees in undertaking tasks (Harris, 2001).

On the other hand, Reddin focuses on whether a leader should be evaluated in terms of effectiveness or ineffectiveness. Accordingly, Reddin handled the leader with different dimensions of effectiveness (Ömürgönülşen & Sevim, 2005):

- Ineffective leader: It is evaluated with broken, dedicated, relevant and integrative leader identities. The broken leaders are trying to stay out of the process, but they are bound by rules; dedicated leaders are focused on themselves; the leaders involved are those who are involved, but who cannot make an impact, and integrative leaders try to bring together as many employees as possible to bring them out of the process.

- Effective leader: It is also evaluated with broken, dedicated, relevant and integrative leader identities. The broken leaders are trying to hold honestly and fairly in the process; dedicated leaders are focused on efficiency; involved leaders are leaders who are involved in, support, and believe in continuous communication and integrative leaders' teamwork and team success.

3.2.4. 1980s-2000s – Contemporary Leadership Theories

Contemporary leadership theories have been borne especially as the inevitable result of the globalizing world. The fading of the borders between the countries and the pursuit of a widespread commercial policy has also increased the cultural interaction, and various theories have been developed on the new and liberal, libertarian, and mobile understanding of leadership that emerged during this period. This study has been analyzed on leadership styles arising from contemporary leadership theories as under four styles of the leadership which are Transactional Leadership, Transformational Leadership, Charismatic Leadership and Visionary Leadership.

3.2.4.1. Transactional Leadership Theory

The authority hypotheses, by the late 1970s and early 1980s, enacted to wander from the particular viewpoints of the pioneer, authority setting, and the devotee and toward sharpening that concentrated assist on the trades between the adherents and pioneers. The transactional leadership was portrayed like that in which leader-follower affiliations were grounded upon an arrangement of assertions between adherents and pioneers (House & Shamir, 1993). The transactional hypothesis was “based on correspondence where pioneers not as it were impact adherents but are beneath their impact as well”.

The conspicuous highlights of transactional leaders can be recorded as takes after; useful pioneers look to remunerate workers suitably and increment efficiency by assembly their social needs. Their administrative exercises are exceptionally great. They take pride in that things are smooth and effective. They center on plans, ventures, and

budgets to extend the workload of people. Transactional pioneers utilize their specialist by fulfilling subordinates. They connect significance to unexpected fulfilling, both dynamic and detached administration, and laissez-faire administration (Bass & Avolio, 1994). In common, operational pioneers give valuable administrations by keeping up past positive and valuable exercises, taking off them to afterward enrollment specialists. The foremost critical highlight of operational pioneers is that they accomplish achievement by setting up an association between the past and the show. After the pioneer decides the organizational objectives and execution pointers, he shows conditional compensate behaviors such as giving the subordinate the back he needs in return for his exertion, clarifying who is capable of accomplishing his execution objectives, assembly the personal desires of the workers in return for execution (Karip, 1998). Those who have this authority understanding favor not to act within the occasion of an uncommon circumstance or to mediate in subordinates as it were when the measures are not met (Sökmen, 2010, p.140). The reason for this can be that they have challenges in decision-making and frequently delay them. A few analysts too characterize this measurement as liberatory authority; since pioneers with this understanding are in a state of liberating their representatives to perform their obligations (Sabuncuoğlu & Tuz, 2005, p. 221).

Bass and Avolio (1994) mentioned five dimensions of transactional leadership as conditional rewards, management with exceptions (active), management with exceptions (passive), and leadership giving full freedom:

3.2.4.1.1. Conditional Award

The leader clearly expresses his / her expectations from his / her members and states that he / she will reward his / her members if these expectations are met properly. Good performances are rewarded.

3.2.4.1.2. Exception Management (Active)

The leader observes the performance of his / her employees, intervenes in the course of the process and insists that the rules are adhered to.

3.2.4.1.3. *Management with Exceptions (Passive)*

Leaders do not intervene until the events reach a serious level and disrupt the process.

3.2.4.1.4. *Full Freedom Recognition*

The leader avoids taking responsibility and leaves the employees to himself. There is no need in the formal cases where it is needed.

3.2.4.2. *Transformational Leadership Theory*

Transformational authority recognizes itself from the rest of the past and modern hypotheses, on the premise of its arrangement to a more prominent great because it involves the association of the supporters in forms or exercises related to individual calculates towards the organization. The transformational pioneers raise the inspiration and ethical quality of both the adherent and the pioneer (House & Shamir, 1993). It is considered that the transformational pioneers “engage in intuitive with supporters based on common values, convictions, and goals”. This impacts the execution driving to the achievement of the objective. As per Bass, transformational pioneer, “attempts to actuate supporters to reorder their needs by rising above self-interest and endeavor for higher arrange needs”. This hypothesis acclimates Maslow's (1954) higher arrange needs hypothesis.

The transformational authority could be a course that changes and approaches targets on convictions, values, and demeanors that illuminate leaders” hones and the capacity to lead alter.

These pioneers create an appearance of persuading and energized vision of the longer term. They are “visionary pioneers who look to offer to their followers” superior nature and move them toward higher and more widespread needs and purposes” commitment of others, make a vision that guides alter and insert the alter. (MacGregor, 2003).

Again Bass et al. talked about five dimensions of transformational leadership as charisma, idealized effect, motivation by suggestion, intellectual stimulation and individual interest (Bass & Avolio,1994; Bass 1997):

3.2.4.2.1. *Charisma*

The leader respects and cares for his members and hereby the strong relationship based on the respect and feelings between followers and leaders.

3.2.4.2.2. *Idealized Effect*

The organization shares its vision and mission with its members and has a strong influence on its members in achieving its goals. It enables the leader members to perform above their capacities and to be more beneficial to the organization.

3.2.4.2.3. *Motivation by suggestion*

The leader encourages its members for the purposes of the organization. It encourages its members to work towards the goal of the organization and creates the team spirit within the organization.

3.2.4.2.4. *Intellectual Stimulation*

Leaders encourage their members to develop different perspectives in the face of events. They provide a liberating and tolerant environment for their members to ensure that their members work peacefully and confidently in the solution of problems. At the same time, leaders can share their ideas and suggestions in the group with peace of mind.

3.2.4.2.5. *Individual Interest*

The leader sets goals according to their abilities by considering the differences and needs of each of the members within the group separately. The leader guides them in

achieving the goal. Leaders develop new learning environments with an emphasis on learning and development.

3.2.4.3. Charismatic Leadership

Charismatic leadership is a type of leadership that occurs in time of crisis, rescuing and seen in individuals who are not ordinary and have strong individual characteristics. All charismatic leaders have emerged because of countries' negative situations, such as economic crises, political instability or war events, and society's need for heroes. However, the charismatic leadership style features seen in leaders; they have common strong individual characteristics, self-confidence, courage, admiration for the audience, strong persuasion ability and motivation. Charismatic leaders are also determined. The reason for this is that there is no conflict between his impressions and emotions. In short, charismatic leaders are individuals who can influence others with their self-confidence, courage, communication skills and persuasion skills, vision and values. (Çelik - Sünbül, 2008).

3.2.4.4. Visionary Leadership

As for visionary administration, this kind of leader can predict the long run with a modern point of view, and they can examine the unused perspective via predominant capacity and competency. Visionary pioneers can pass on the vision to all units of the organization. They don't as it have control but too can influence the devotees by means of thoughts (Bennis, 1996). Visionary authority is the capacity of creating and passing on dreams that will influence and encourage individuals; since individuals don't take after individuals but dreams (Brenkelmann, 1995).

Getting to be a visionary pioneer requires a few center qualities (Çelik, 1997):

- Seeing the way: For visionary administration, seeing the way constitutes incredible significance. The way is the long run image and the target that has to be accomplished. Visionary pioneers ought to see the foremost fitting way among

all ways and this requires a sense of instinct. Visionary pioneers open the enchanting shades of the future via instinct control and shed light on the longer term. They outline the outline of the end of, the. which is acknowledged as a vision.

- Walking on the way: The victory of the visionary pioneer isn't only constrained with seeing the way. There is a parcel of pioneers who see the way but don't talk on the way. Visionary pioneers, on the other hand, are the ones who succeed in strolling on the way. Strolling on the way focuses on the assurance of the pioneer. Through strolling on the way, the vision can become too. In the event that the way that's seen and the way that's strolled on are distinctive, vision cannot be reached.
- Being the way: Another imperative part of visionary pioneers is being the way; since of the truth that they are the pioneers who lead others and open other ways by means of the modern techniques that they create. Devotees attempt to walk on the way that the pioneers open for them. Being the way requires genuine penances. Visionary pioneers can put their way and bear a genuine obligation, or they can even lose their lives whereas attempting to figure it out a vision. Hence visionary pioneers attempt to discover a better approach in arrange to figure it out their vision. The way that's organized by the integration of intuition and considerations, gives the vision to become to.

4. JOB SATISFACTION

4.1.The Definition of Job Satisfaction

The term of satisfaction is accepted as the pleasure we receive from certain situations, what comes to our mind when it comes to job satisfaction with its simplest definition is to what extent we enjoy our work. This phenomenon of job satisfaction is increasingly important for companies. An employee with high job satisfaction has a steady impact on the labor segment, one of the most important inputs for the organization to continue. In this case, the company captures an opportunity to deal with other internal and external factors for its sustainability, profitability, and efficiency. An employee with high job satisfaction becomes loyal to company values and culture. For this reason, it

provides the highest level of contribution to the organization by doing the given tasks to a satisfying extent. It is important to measure such an important effect by the company and to determine what increases and decreases this job satisfaction value.

Amid the history, different job satisfaction definitions have been developed by the creators. Hoppock advertised one of the most punctual definitions of job satisfaction when he depicted the develop as being any number of mental, physiological, and natural circumstances which leads a individual to precise fulfillment with their work. Smith et al. (1969) characterized job satisfaction as the feeling an person has around his or her work. Locke (1969) proposed that job satisfaction was a positive or pleasurable response coming about from the evaluation of one's work, work accomplishment, or work encounters. Vroom (1982) characterized job satisfaction as workers' passionate introduction toward their current work parts. Additionally, Schultz (1982) expressed that job satisfaction is basically the mental mien of individuals toward their work. At long last, Lofquist and Davis (1991), characterized job satisfaction as "an individual's positive emotional response of the target environment as a result of the individual's examination of the degree to which his or her needs are satisfied by the environment". The definition of job satisfaction has obviously advanced through the decades, but most forms share the conviction that job satisfaction could be a work-related positive emotional response (www.ukessays.com/essays/management/definitions-of-job-satisfaction.php?vref=).

Rapidly progressing in the 2000s, globalization has also changed the definitions of job satisfaction. In this context, more current definitions have emerged. Now, global and worldwide manufacturers operate full process of their core business in the global level in a very aggressive way. Whatever they do to keep their sustainability in the market wise, they use their challenging mode to other companies in the market. If the managers on the top level of the organization push their subordinates to make them work efficiently, the output of the company will be much more higher comparing to other organizations. This is also one the most critical key primary indicator for the companies' future for the efficiency and sustainability (Bigliardi, 2012). Jex and Britt (2008) also mentioned about this sustainable work enviorenment for the companies is so important to analyze for the targets of the mncs. They (2008) proposed also subordinates work and promise to work hard for the increasing targeted numbers of the organization and to keep it more efficient.

Some founders who argue that people have been satisfied while they are working at work, feel more safer and healthy as well.

Harrison et al. (2006) contended that work environment fulfillment can too be connected to other key components of workers within the setting of workload, push and supervision at work, and the adjust in household exercises and work environment. Goetz (2001 in Aghazadeh, 2004), after all researches, has argued that if some of the characteristics of the employees have been audited by non-professional guys, this problem leaves negative effects on the workers capacity in the longer working period. If workers feel comfortable and confident their motivation and productivity also will be high when comparing to the others. But this situation is only valid for under some circumstances such as no bias in the organization and cultural differentiation, etc. Top management should not create discrimination among the employees with some reasons somehow problems for genders, nationality or such as this kind of demographic variables. Destitute administration of differences can have negative results: the lessening of aptitudes, motivation and job satisfaction, which suggests less effectiveness. If the company does not take into consideration the existency and significance of the discrimination in the workplace, it may come to circumstance that the company and the workers will not.

Subsequently, Aghazadeh (2004) emphasized the significance of human assets and their part considering appropriate administration of age differing qualities within the organization. Hence, concurring to Lawrence (2001 in Aghazadeh, 2004), in today's competitive environment, differences is the standard of effective organizations (Rožman et al., 2017).

In the new global world perspective, cultural differences and diversity have raised up within the multinational and global companies. With these diverse people conditionals, the term job satisfaction has gained much more importance by the companies to measure and to determine the factors which affect job satisfaction is crucial over the years.

There appears to be less consistency when talking approximately the causes of job satisfaction. Wexley and Yukl (1984) expressed that job satisfaction is affected by

numerous components, counting individual characteristics and characteristics of the work.

To way better get it these representative and work characteristics and their relationship to job satisfaction, different speculations have emerged. Early conventional hypotheses proposed that a single bipolar continuum, with fulfillment on one conclusion and disappointment on the other, may well be utilized to conceptualize job satisfaction.

Afterward corrections of the hypothesis included a two-continuum demonstrate that put job satisfaction on the primary scale, and work disappointment on the second. These afterward speculations centered more on the nearness or nonappearance of certain inborn and outward work components that might decide one's fulfillment level. Inborn components are based on individual recognitions and inner sentiments, and incorporate variables such as acknowledgment, progression, and duty. (www.ukessays.com/essays/management/definitions-of-job-satisfaction.php?vref=).

In the next section, Content and Process theories with the historical development of Job Satisfaction are detailed. Based on these theories, internal and external factors affecting job satisfaction are explained in detail as well.

4.2. Development of Job Satisfaction Theories

In all definitions and studies on job satisfaction, it has been tried to investigate what is effective. In this context, various theories have been derived throughout history.

The theories that affect job satisfaction are divided into two as “Content Theories” and “Process Theories”.

While Content Theories focus more on the needs of employees that affect their satisfaction in the current organization, Process Theories have examined the processes that affect the idea of turning to a different organization.

The pioneers of Content Theory are Maslow, McClelland, Alderfer, and Herzberg, while Process Theorists are Locke, Vroom, Heider&Kelley, and Adams. Firstly, Content Theories and then Process Theories are examined in detail.

4.2.1. Content Theories for Job Satisfaction

4.2.1.1. *Abraham Maslow's Hierarchy of Needs Theory*

Abraham Maslow is the founder of the theory Chain of Command of Needs. The in the year nineteen forty three, proposed this theory. His assumption is that the people have lots of needs for the globe exist and we can classify these needs into the different groups. And we can sort all, to the turn with satisfaction ratio. If the people feel satisfied with the bottom need, they can jump to have another need.

These groups have been summarized shortly in two groups as physiological and respect needs. Physiological needs cover the people daily needs to survive such as living in an apartment, to eat something to stay alive. These are related with human's basic nature. If we adapt this rule to the companies, it means to have some rewards and benefits for the employees for example meal tickets or working in a safe workplace. Also, their security in the workplace is very critical ad basic needs of the human. The workers gain these benefits as working for the company. If these needs cannot be satisfied at the level of the workers need, they feel unhappy, disappointed and unhappy. They feel themselves as one of the parts of the organization and it means this is the part of being a social people. Respect needs for the employees; Humankind is existed to be accepted and thanked from the other people in the world. This is also one of the basic people need which Maslow mentioned. If they feel they are loved and appreciated by the others, their motivation will be higher for not only in daily lives but also for working lives. This need demonstrates the expectation for the upgrade or promotion in the companies. As business administrators, we think that part of this group needs. Also, these title and grade things are so important for the workers. Once the other needs are finalized in a positive way, people ask for the next one and require them from first line managers or human resources partners. This require for being appreciated arises to one's wants to succeed in what he is doing and to utilize the abilities, rewards and good communication skills that he has (Živković & Rakić, 2017, p:63).

4.2.1.2. Herzberg's Motivator-Hygiene Theory

Herzberg's hypothesis of "hygienic-inspiration has been developed after first theory above and changed the needs theory partially. He only showed two points to explain the human needs and motivation in the administration. These correlation between motivation and the people is called hygiene to emphasize the calculation between people's job satisfaction and inspiration should be satisfied. If not, the people can feel disappointed in the natural way. In the workplace, this relationship should be taken into consideration. (Robbins, 2003).

4.2.1.3. Alderfer's Modified Need Hierarchy Theory

Alderfer has proposed another theory which is related to the people needs in their daily lives and in the workplace. It can be explained with the initial letters of the existence, growth and relatedness. This theory has some similarities with Maslow's needs theory. These similarities are existence and basic needs are the same, but growth related to the people's upgrade or getting promotion in the current company. And Relatedness is more complicated than the other theories. And some are totally different proposals such as; you can see below.

This speculation's idea is to propose to distinguish wants that push human activity is very similar with the first theory. Additionally, an amazing similarity is to explain the needs as desires. Whatever there are fundamental differences, for example the people who finalizes their energy in a good shape to emphasize their job performance to the organizational structure managers (Živković & Rakić, 2017, p:64).

4.2.1.4. McClelland Achievement Motivation Theory

If we think from the organizational perspective, David proposed the theory 3 Needs and explained these needs as below. The first one is the need to be successful, the

second one is being a team in the work environment, the last one is the need as power. The people who have success need, love hard and difficult targets to reach and to show themselves to their managers. Also, they always ask for feedback and want to learn about their improvement and development areas to be better each day. The second need requires to be the one team in the organization, if we compare with the first need category these people do not want to get initiatives or to get decisions for the organizations. They do not like the risks and they always want to be the team member and to move together as a team. The power need is a bit similar to success but slightly different. These needs categorized people to want to get the power under their control and to manage the others and show them their power to finalize the tasks which are required by the company. Success needs to ask for low risks and want to get small rewards for it and if they are required high risk they want to get higher rewards from the organization. These kinds of people always put hard targets and focus on achieving it. Team and group working people can work in the organization during the long term. These kinds of people are manageable for companies. But to achieve the hard targets they are less aggressive and less successful than the first group. Power needs split into two groups such as individual power and the other one is organizational power. They want to discuss and to achieve difficult tasks to show their confidence (Živković & Rakić, 2017, p:65).

4.2.2. Process Theories for Job Satisfaction

4.2.2.1. *Wroom Expectancy Theory*

Wroom's expectancy theory which also means that the Anticipation Hypothesis explains that human expectation is linked to the human's awarded, rewarded, and being thanked. Being thankful and benefited, compensated people's job satisfaction and inspiration to the company which they work for automatically increase in a positive way. Three main points can tell us this theory's details. And these classifications are helpful to understand the behaviors of the workers in the organization. The first rule is occurring the people's behavior releases automatically and in a natural way which is parallel to the

employee's expectations from this company and external factors. The second point is each people's expectations and the parts which affect their inspiration differ with the other people. Because of this, compensation, rewards, and recognition system must be differentiated for a person by person. The last point says the individuals are ready to choose the best option which they believed into this so much. This hypothesis requires to explain the individual's expectation management with the correlation between the effort which people have and job performance of these individuals, their job performance and rewards relationship, and the rewards and individuals target to reach within the organization (Živković & Rakić, 2017, p:65).

4.2.2.2. *Locke Goal Theory*

This hypothesis (theory) also mentions the people's aims, purposes, goals, and the people's reaction to make real these purposes within the organization. Workers would like to work for the company until they capture these aims. As a result, this law can be explained of the correlation among the job performance, targets – aims (goals), and who are the supporters to reach these targets. According to this theory, to determine the workers' target, aim or goal occurs in five steps which are in the following part. It is the making clear of the targets of the workers, the transition to interaction within the company, understanding the characteristics of the targets of the leaders and workers, making the necessary organizing and altering, or checking the targets.

To be fixed the points which provide the employees' job satisfaction, employee's perception and observations are so critical. After the employee's judgment and feelings occurring with the external factors, the aim is being determined. With this concept, employee who accomplished the behaviors to reach the targets they put, also determines their satisfaction which belongs to the existed organization. If the employee puts the targets as difficult to reach in a short term, their motivation will also be higher compared to the easy goal's reach. The easier targets also affect job satisfaction in a negative way for the short term. With all these targets, aims, the organization's supporter, and the intention of the people have also affected the inspiration of the employees. So it is very important to keep the people well oriented and well-motivated for the companies' targets

also being realized in the future periods for the market advantage (Živković & Rakić, 2017, p:65).

4.2.2.3. *Adams Equity Theory*

Humankind always thinks about the equity and to have equal rights not only for the organization but also for daily life in the world. This part also explains the job motivation and equalization relationship under the management and organization approach of Adams. He emphasizes the importance of being equal for the people who work in an organization. Each employee expects to get the same rights, such as salary, compensation things, benefits, and bonus or premiums with the other people in the same company. Even if annual leaves, or birthday celebrations or getting promoted in a proper and clear period. For example, one employee has been promoted in two years for a similar position but the other one has been promoted in five years. So, the person who gets promoted in five years has been less motivated by the company than the other one. If vice versa situation becomes real and we look from the other perspective who gets the promotion in a short term than the others, this person's motivation will be higher than others and he or she can feel liable to the other people who cannot succeed the same. In sum, this theory says if the equity is in line with your expectations, your motivation can increase, the equity is only for the others, your motivation can be down in the end. (Dinibutun, 2012).

4.2.2.4. *Heider & Kelley Attribution Theory*

When we get the benchmark analysis to the other theories, this theory demonstrates the link between the employee's rewards system and individual behaviors that affect job motivation in the end for the organization. This theory explains the psychological factors to emphasize the parts of feeling better in the company. Heider's law tells us an ordinary person's behaviors shape parallel with other people's behaviors' observations. So here the question is how an ordinary person can understand the other's perception or behavior? He gives the answer in that way: Employees are keen and willing

to learn other people's behaviors regarding their past experience. With the observation belong to the past, they can do these interpretations always easier than the last one. And based on two classifications: 1. Individual Power, 2. External Power. 1. Individual Power is explained by trying the motivation and ability of the people who observe. External power is related to the difficulty of the tasks. Individual power part "ability" and the external power part "task difficulty" create the variable assumptions and possibilities which people "can do". From the individual power "trying" part, we can see the intention and exertion as well. These three which are intention, exertion, and "can-do" show us the action and completeness of the task.

Behavior at work may be clarified by the locus of control, that's whether the person sees results as controlled by themselves, or by outside variables. made almost other individuals will too be impacted unequivocally by whether the cause is seen as inside or outside. In making attributions and deciding whether an inner or outside attribution is chosen, Kelley proposes three essential criteria. These are:

- Distinctiveness. Does the person act differently in other situations?
- Consensus. Do others act this way in a situation?
- Consistency. Does the person act this way in this situation at other times?

This theory in sum, explains and shows us the worker's behaviors to the managers, and to the organization, it is so related to the interrelation between the perception of each people understanding of doing what for this company. If someone needs to do the interpretation for the other employees' intentions and feelings and aims into the organization these are generally can be explained in three different ways. If this behavior has released because of the status quo, if it is, this behavior can be repeated for similar cases in the future. This behavior has been released by mistaken or accidentally? And there is no aim to act like that. If it is, in the future and long term, other behaviors cannot be anticipated. And the last query is behavior has a general goal and shows the personal attitudes of the employees? If this is okay, this behavior also can be realized again under some circumstances (Dinibutun, 2012).

4.3. Demographic Variables That Affect Job Satisfaction In Multinational Companies

After examining the historical definitions of job satisfaction and the theories developed for its measurement, the factors are analyzed affecting job satisfaction. These factors can be individual and demographic factors such as age, gender, marital status, and educational level, as well as organizational factors in the form of wages, rewards, promotions, working environment, and leadership style. In this section, individual and organizational factors are examined in detail.

4.3.1. Individual Factors

4.3.1.1. *Age*

Age factor is one of the important individual criteria for job satisfaction. First of all, job satisfaction can be considered to be more stable in older ages. Job satisfaction can be anticipated more variable at younger ages.

4.3.1.2. *Gender*

The role of women and men in business has become more and more equalized over the years. It is a specific situation for women to stop working or giving a break to the working life because of birth. In addition to this, while job satisfaction in women is higher considering their private lives, it can be expected to be lower in men.

4.3.1.3. *Marital Status*

Marital status may vary for individuals in the middle or early of business life. There may be differences in the level of job satisfaction between being married and being single. Married individuals also bear the responsibility of being a family and family support on their shoulders, so they evaluate not only themselves but also their spouses and children if any while evaluating job satisfaction and current conditions. For single employees, the situation only results in individual evaluations.

4.3.1.4. *Education Level*

Employees with better education believe that they can access different business alternatives better. Therefore, it may be more difficult for them to be satisfied with their current job. On the other hand, employees with lower levels of education do not have the hope of finding a different job, with this belief they can provide higher satisfaction than their current job.

4.3.2. *Organizational Factors*

4.3.2.1. *Wages*

The biggest and most important aim of the individual to enter business life is to earn money. The first factor that enables a person to start a business and continue business life there is the salary knowledge of the position. Wages for the employees are calculated with the employee's personal features such as having training, certificates, the knowledge of the foreign language. In addition to the personal qualifications, the organization's current status such as the market value, efficiency, or profitability are also considered while the salary is determined. Multinational companies have a regular calendar to adjust wages according to their internal policies and procedures. Some mncs can adjust salaries once a year and some others adjust twice. The salary adjustment is based on the current conditions of the country in which the company is located, but it is also adjusted according to the job performance of the employee.

The salary of the employee should be determined that meets the market average. Otherwise, the job satisfaction of the employee can be affected negatively.

4.3.2.2. *Rewards*

Another factor affecting the job satisfaction of the employees is the benefits and rewards. Other benefits such as meals or meal tickets, shuttle support, extra bonuses and premiums, and healthcare expenses can support the employee's satisfaction in the current

organization. One of the biggest advantages to work in a mnc in this globalizing world is the benefits these companies provide in global standards. Employees can sometimes compare with the rewards of existing organizations and other competitive organizations.

4.3.2.3. Working Environment

This factor contains different variables, such as the relationship between peers and leaders for the employees, working conditions, location of the company, job description, etc. Although working life in recent times to be supported with the balance of private life / working life, employees still continue to spend their time in companies much more than they spend at home. Therefore, job satisfaction is linked to the points above to keep the employees satisfied.

4.3.2.4. Promotions

Another expectation of the employees in return for their performance in business life is that the career path in the current organization is upward. As long as the employee provides a responsibility with the expected job performance for a certain period of time, it aims to increase to a higher position in return for its labor. Career maps of multinational companies may be determined according to the internal company policies and procedures or can be raised instantly as a result of the evaluation of team leaders or the HR department. With these variations, job satisfaction varies according to whether the expectation of promotion occurs and or not.

4.3.2.5. Leadership Style

Leadership style and employee's job satisfaction relationship also has been analyzed since the years. Employees have always expectations from the leader they report to. These are; fair evaluations for their job performance, to be rewarded and recognized for the tasks they achieved, fair communication among all team members, to have proper feedback culture, to lead to extend job description, and to encourage more

responsibilities, and celebrate special days (birthdays, etc.). To meet all these expectations leadership styles and the employee's motivation should be matched with each other.

In this study, the effects of national culture differences of the leaders in MNCs, which are indispensable to the globalizing world, with transformational leadership on the job satisfaction of employees in these companies are explained.

5. PREVIOUS STUDIES FOR THE RELATIONSHIP BETWEEN TL & JS & PD

5.1. Previous Studies For The Relationship Between TL & JS

Leadership contributes significantly in the success and failure of an organization. The relationship of leadership style, job satisfaction and the culture of the leader have been extensively studied (Bass, 1990; Collins and Porras, 1996; Manz & Sims, 1991; Sarros & Woodman, 1993). Transformational leadership attributes, such as empowerment and clear vision, are often seen as important elements for employee job satisfaction and commitment (Iverson and Roy, 1994; Sergiovanni and Corbally, 1984; Smith and Peterson, 1988). This type of leadership style is often associated with a flatter organizational structure and low power distance as in western firms (Chen, 2001; Whitley, 1997). On the contrary, Asian firms tend to be more bureaucratic, hierarchical, have central decision making and are policy driven. Leadership tends to be based on position, authority and seniority (Lok & Crawford, 2003).

Bass argued this transformational leadership is ocured of charismatic behaviors such as role modeling, risk sharing and attributed charisma. Furthermore, transformational leadership includes intellectual stimulation consisting of encouraging creativity and change in subordinates. It also needs the level to which the leader challenges assumptions, mitigates risks and demands team members' ideas. Finally, individualized consideration that affects managers taking into consideration to each member's needs and requires by coaching, helping, and guiding subordinates to use their competence.

Riaz and Haider, made a research to clarify the effect of transformational and transactional leadership style on job satisfaction in context of Pakistan. The results of the work analyzed that transformational leadership style is related to job satisfaction in a positive way. They reached the finding that transformational leaders had more positive impact on job satisfaction of the followers.

In addition to this, Lee, Cheng, Yeung, and Lai worked on the relationships between transformational leadership, team performance, and service quality in retail banks, and their findings indicate that between different traits of transformational leadership, only intellectual stimulation is significantly related to the job satisfaction (Hanaysha et al., 2012).

McShane explains the job satisfaction as the way of the making an assessment about the workload for the workers. Job satisfaction of workers is occurred from the job itself, the relationship between the subordinates and the managers, management mutual values, work environment, and rewards. Past studies have used numerous antecedents of job satisfaction other than transformational leadership. For example, other leadership styles, rewards and benefits, worker empowerment, and trust. Most of these antecedents have been found to be positively related with job satisfaction (Hanaysha et al., 2012).

5.2. Previous Studies For The Relationship Between TL & PD

The phenomenon of transformational leadership has been done so far in the leadership literature and, the endpoint of the work is that transformational leadership as a style is also the most advanced leadership that can be claimed to be style. Because when the studies on the subject are examined, transformational leaders really superior to other leaders and have very beneficial for organizational management and performance and it seems that the necessary features are attributed. Burns (1978) one of the main works in leadership in his book, transformational and transactional leadership concepts comprehensively explained and drew attention to the distinction between them. According to Burns (1978) transactional leadership is a type of leadership based on bureaucratic authority and power. This leadership style is only based on the power and authority of the leader and no feelings between the employee and the leaders. Transformational leaders inspire and excite their followers. Reward in return or they

influence and motivate them, even if there is no punishment. To do this, they need to set values, ideals and important traits for the followers and first they need to have these characteristics.

According to Kuhnert & Lewis (1987, p:649); transformational leadership is linked to the values of the leaders and cannot be thought separate from the national culture of the leaders.

For Schwartz and Rokeach, transformational leaders are individuals who have successfully internalized the values of their culture. Hood also in 2003, proved the same relationship between transformational leadership and cultural values.

Transformational leaders are charismatic and have values such as justice, equality, forgiveness, honesty, loyalty, and responsibility. These values are related to the culture of the society (Erbakan, 2010).

5.3. Previous Studies For The Relationship Between JS & PD

According to the literature, on job satisfaction, there are numerous factors that affect job satisfaction levels. One of them is the relationship between power distance and job satisfaction. Job satisfaction depends on work supplying what employees want and therefore expect consistency between having supervisory power and job satisfaction to be more positive in employees who value power and in societies that endorse power values and power distance, for example respecting and align to the manager's instructions.

According to Sturm & Antonakis, (2015), one involvement that work can supply or deny is control, which is "having the watchfulness and the implies to lopsidedly implement one's will over others".

In Kristof-Brown, Zimmerman, & Johnson, (2005) studies for the relationship among job satisfaction and power distance; a positive impact has been found how effectively work supplies what the employee needs.

A related cultural dimension is power distance – the degree to which members of a society expect and accept power inequalities (Hofstede et al., 2010). The association between workplace power and job satisfaction should also be stronger in high power distance cultures where there is stronger acceptance of unequal distributions of rewards,

privileges, and control between supervisors and subordinates, and stronger expectations that supervisees trust, respect, and obey their supervisors (Locke, 2020).

When authoritarian structures are imposed on employees with low power distance values, problems come with it. Similarly, in organizations with employees with high power distance values managers encounter lots of problems when equitable leadership practices are used. This style is incompatibilities arise from different cultural norms and expectations (Hatch & Cunliffe, 2013, p: 164).



II. THE CONCEPTUAL FRAMEWORK OF THE RESEARCH

1. The Aim of The Research

The number of multinational companies has increased in developed and developing countries in the 21st century. With factors such as developing technology, developing industrialization, increase of unions, and high circulation of goods and money, companies have started to be more active in investing in the different countries, making direct investments such as dealerships, branches, or factories in proper key cities. The company has been available to place leaders from its own country or local country citizens to the new investment. In a position where the management style of the leaders and the expectations of the employees do not coincide, employee's job satisfaction can be affected inevitably.

As mentioned in the previous section, the leaders' recognition and rewards tendency or/and to keep free their subordinates on their job description and let them give decisions and take initiatives for their responsibilities can have an impact on job satisfaction of the employees. The power distance culture of the leaders can be also linked to the relationship between the leader and the employees. The career future of the employees in the organization mostly depends on the leaders' decision, and the leaders give this kind of decision with their own leadership style. As human nature, employees are prone to feel more comfortable with the organization and job, while they are supported and trusted by their managers. On the other hand, the leaders' knowledge and charisma among the other leaders in the top management of the organization are taken into consideration by the subordinates.

Transformational leadership, the power distance dimension of the national culture, and the job satisfaction relationship have not been explored intensively enough for German multinational companies located in Turkey till today. In the next section of the study, this relationship has been examined with establishing the hypotheses, and the surveys have been sent to employees who work in German MNCs in İstanbul, Turkey.

2. The Proposed Research Model

In the below proposed research model, according to the limitations such as choosing German MNCs and based on literature reviews, the relationship between transformational leadership and job satisfaction are researched and cultural power distance (Turkish or German) impact on this relationship has been measured.

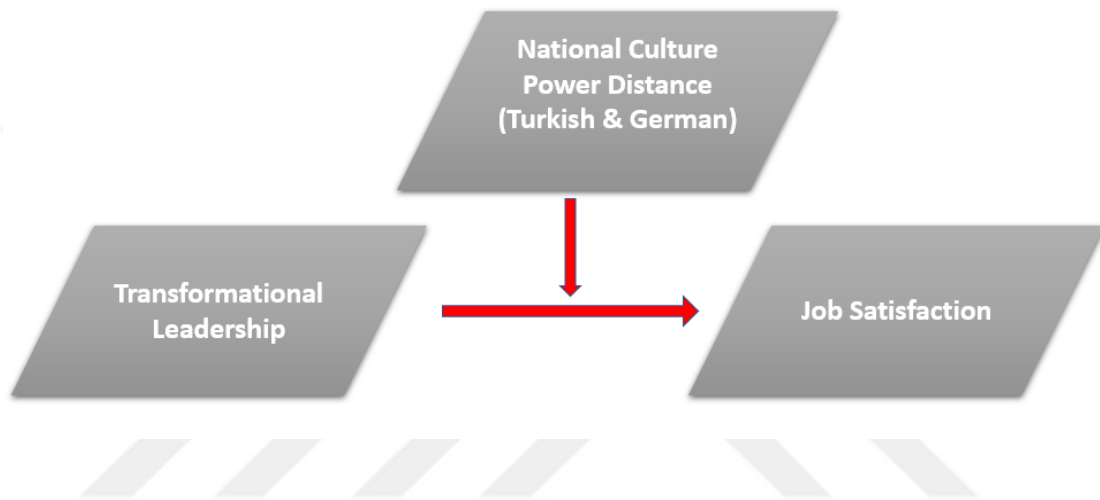


Figure 1. Proposed Research Model

3. The Proposed Hypotheses of The Research

According to information which were obtained from literature review of this research, these hypotheses are suggested:

H1: There is a relationship between transformational leadership and job satisfaction.

H2: Power distance has a moderator impact on the relationship between transformational leadership and job satisfaction.

III. METHODOLOGY

1. Sample and Procedure

First, to have a pilot study of this research, surveys have been distributed 30 pieces and have been made factor and reliability analysis for the survey queries. And then, a number of 200 pieces of survey forms have been distributed to the white-collar employees of six different German MNCs in Istanbul, Turkey through online tools. 147 pieces survey form has been filled in in total and no missing data has been observed in the responses.

The survey form has occurred in four different sections. The first section is purposed to analyze demographic variables, such as gender, marital status, education level, working years of the employees, the foreign capital ratio of the company, and the leader's nationality. The second is related to leadership style, the third analyzes the national culture's power distance dimension, and the last has been linked to job satisfaction that the dependent variable of the research model.

The questionnaires were used to obtain information about the impact of the national culture sub-dimension power distance on the relationship between transformational leadership sub-dimensions and job satisfaction and analyze if these relationships vary according to the demographic variables based on the purpose of this study.

2. Measurements

2.1. Instruments For Power Distance of National Culture (German, Turkish) Measurement

In this study, for the Hofstede's National Culture subdimension power distance (German, Turkish), the scale Power Distance Index which is developed by Yoo, Donthu and Lenartowicz, (2011) was used. The survey consists of 5 questions. Questions are designed to answer with 5-point Likert scale in statements like 1: strongly disagree, 2: disagree, 3: sometimes, 4: agree and 5: strongly agree.

2.2. Instruments For Job Satisfaction Measurement

In this study, for the Job Satisfaction, the scale which is developed by Agho, Price and Müller (1992) was used. The survey consists of 5 questions. Questions are designed to answer with 5-point Likert scale in statements like 1: strongly disagree, 2: disagree, 3: sometimes, 4: agree and 5: strongly agree.

2.3. Instruments For Transformational Leadership Measurement

In this study, for the Transformational Leadership, the scale which is developed by Bass, Avolio, (1995) MLQ- Multifactor Leadership Questionnaire was used. The survey consists of 20 questions and from five parts as Charisma&Idealized Effect, Motivation by Suggestion, Intellectual Stimulation and Individual Interest. Questions are designed to answer with 5-point Likert scale in statements like 1: strongly disagree, 2: disagree, 3: sometimes, 4: agree and 5: strongly agree.

3. Data analysis

Statistical analyses were done by IBM SPSS Statistics 20 for Windows operating system. Frequencies and percentages of demographic variables of the samples were displayed. For determining the highest and lowest scores in scale, descriptive statistics (mean, standard deviation) were consulted. Factor analysis and reliability analysis were used with varimax rotations. Loading level standard was determined to 0,5 for this research. Cronbach' Alpha values were calculated for each variable's factor. To measure the effect among the research model's variables and analyze job satisfaction, simple linear regression analysis, multiple linear regression analysis for measuring the moderator variable impact and ANOVA analysis for demoghraphic datas were performed in SPSS as well.

In the next section, pilot study factor and reliability analysis results have been placed for the number first 30 responses of survey.

4. Pilot Study Factor and Reliability Analysis

4.1. Pilot Study Factor and Reliability Analysis of Transformational Leadership

First to have a pilot study of this research, surveys have been distributed 30 pieces and have been made factor and reliability analysis for the survey queries.

20 questions (second chapter from 9th question to 28th) have been asked to the participants of the survey for this research which covers five sub-dimensions of transformational leadership, such as;

- Charisma,
- Idealized effect,
- Motivation by suggestion,
- Individual interest,
- Intellectual stimulation.

The values have been assessed with the Likert scale from 1 to 5, as it is seen below;

- 1 is strongly disagree
- 2 is disagree
- 3 is neither agree nor disagree
- 4 is agree
- 5 is strongly agree.

First, 20 questions for transformational leadership these five subdimensions have been added into the factor analysis. The KMO value was 0.670 and the significance value was significant at 0.000.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,670
Bartlett's Test of Sphericity	Approx. Chi-Square	634,681
	Df	190
	Sig.	,000

Table 1. Factor Analysis KMO of Transformational Leadership

To make the factor analysis the next rule is to check the Anti-Image table. It has been observed that there is one factor value below 0.500, TLIE1 anti-image value 0.368. That's why the question TLIE1 has been removed and factor analysis has been retriggered.

Anti-image Correlation	TLIE1	0,368
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Table 2. Factor Analysis Anti-Image Table of Transformational Leadership

After second run of the factor analysis with 19 questions for Transformational leadership, The KMO value has changed as 0.699 and the significance value was significant at 0.000.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,699
Bartlett's Test of Sphericity	Approx. Chi-Square	613,992
	df	171
	Sig.	,000

Table 3. Factor Analysis 2nd KMO of Transformational Leadership

Anti-Image table for the second run of the factor analysis with 19 questions has seemed quite good with the values upper than 0.500. Rotated Component Matrix has been controlled and there has not been observed any questions value less than 0.500 and this

time there has not been any question under one factor as well. The next rule is to check the difference of the values under two different factors as >0.100 .

Rotated Component Matrix

	Component			
	1	2	3	4
TLCE3	0,852	0,101	0,312	0,104
TLIS2	0,763	0,491	0,131	0,213
TLIS1	0,722	0,197	0,216	0,452
TLCE2	0,722	0,273	0,209	0,384
TLCE4	0,716	0,218	0,511	0,184
TLIS4	0,645	0,643	0,136	0,295
TLII4	0,266	0,741	0,245	0,324
TLII1	0,359	0,718	0,413	0,27
TLIS3	0,612	0,692	0,084	0,086
TLCE1	0,117	0,632	0,405	0,238
TLMS1	0,123	0,618	0,318	0,492
TLMS4	0,343	0,591	0,526	0,181
TLIE2	0,285	0,064	0,844	0,17
TLIE4	0,148	0,347	0,723	0,138
TLMS2	0,202	0,395	0,643	0,352
TLMS3	0,26	0,525	0,634	-0,001
TLII2	0,299	0,105	0,406	0,759
TLII3	0,267	0,308	-0,04	0,745
TLIE3	0,246	0,38	0,455	0,621

Table 4. Factor Analysis 2nd Rotated Component Matrix of TL

With this rule, the question TLIS4 has also been removed and factor analysis has been executed again.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	,715
Bartlett's Test of Approx. Chi-Square	534,428
Sphericity Df	153
Sig.	,000

Table 5. Factor Analysis 3rd KMO of Transformational Leadership

After third run of the factor analysis with 18 questions for Transformational leadership, The KMO value has changed as 0.715 and the significance value was significant at 0.000.

Rotated Component Matrix

	Component			
	1	2	3	4
TLCE3	0,867	0,262	0,159	0,095
TLIS2	0,74	0,128	0,528	0,236
TLCE4	0,723	0,509	0,201	0,196
TLIS1	0,713	0,228	0,167	0,47
TLCE2	0,704	0,226	0,25	0,404
TLIE2	0,322	0,828	0,024	0,158
TLIE4	0,168	0,714	0,331	0,137
TLMS2	0,202	0,677	0,323	0,371
TLMS3	0,257	0,652	0,507	0,019
TLII4	0,241	0,26	0,759	0,352
TLIS3	0,57	0,107	0,723	0,124
TLII1	0,331	0,457	0,684	0,312
TLMS4	0,33	0,548	0,574	0,204
TLCE1	0,091	0,474	0,551	0,29
TLII2	0,322	0,391	0,068	0,751
TLII3	0,263	-0,06	0,332	0,743
TLIE3	0,244	0,486	0,306	0,644
TLMS1	0,091	0,393	0,525	0,541

Table 6. Factor Analysis 3rd Rotated Component Matrix of TL

Anti-Image table for the third run of the factor analysis with 18 questions has seemed quite good with the values upper than 0.500. Rotated Component Matrix has been controlled and there has not been observed any questions value less than 0.500 and this time there has not been any question under one factor as well. With the rule of the difference among the values under two different factors as >0.100 , it has been observed TLMS4 should be removed as well.

After the fourth run of the factor analysis with 17 questions for Transformational leadership, The KMO value has changed as 0.763 and the significance value was significant at 0.000.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,763
Bartlett's Test of Approx. Chi-Square		480,511
Sphericity	df	136
	Sig.	,000

Table 7. Factor Analysis 4th KMO of Transformational Leadership

Anti-Image table for the third run of the factor analysis with 17 questions has seemed quite good with the values upper than 0.500. Rotated Component Matrix has been controlled and there has not been observed any questions value less than 0.500 and this time there has not been any question under one factor as well. With the rule of the difference among the values under two different factors as >0.100 , it has been observed TLII1 should be removed as well.

Rotated Component Matrix

	Component		
	1	2	3
TLCE3	0,883	0,26	0,081
TLIS2	0,776	0,224	0,443
TLIS1	0,745	0,242	0,389
TLCE4	0,743	0,531	0,165
TLCE2	0,74	0,245	0,392
TLIS3	0,61	0,246	0,493

TLIE2	0,345	0,79	0,023
TLIE4	0,196	0,772	0,218
TLMS3	0,291	0,731	0,239
TLMS2	0,252	0,69	0,398
TLCE1	0,127	0,611	0,501
TLII1	0,381	0,591	0,589
TLII3	0,324	-0,032	0,772
TLII4	0,301	0,395	0,699
TLMS1	0,152	0,471	0,692
TLIE3	0,296	0,523	0,611
TLII2	0,371	0,364	0,555

Table 8. Factor Analysis 4th Rotated Component Matrix of TL

After the fifth run of the factor analysis with 16 questions for Transformational leadership, The KMO value has changed as 0.739 and the significance value was significant at 0.000.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	,739
Bartlett's Test of Approx. Chi-Square	415,932
Sphericity df	120
Sig.	,000

Table 9. Factor Analysis 5th KMO of Transformational Leadership

Rotated Component Matrix has been controlled and there has not been observed any questions value less than 0.500 and this time there has not been any question under one factor as well. And this time for the last rule there has not been encountered with the difference of the values under two different factors as >0.100 .

Rotated Component Matrix

	Component		
	1	2	3
TLCE3	0,878	0,266	0,075
TLIS2	0,802	0,222	0,402
TLCE4	0,745	0,528	0,151
TLIS1	0,739	0,24	0,39
TLCE2	0,736	0,249	0,392
TLIS3	0,656	0,238	0,427
TLIE2	0,324	0,794	0,046
TLIE4	0,202	0,772	0,208
TLMS3	0,309	0,734	0,215
TLMS2	0,25	0,693	0,407
TLCE1	0,16	0,604	0,462
TLII3	0,318	-0,023	0,796
TLMS1	0,162	0,48	0,695
TLII4	0,34	0,388	0,653
TLIE3	0,292	0,529	0,628
TLII2	0,344	0,375	0,602

Table 10. Factor Analysis 5th Rotated Component Matrix of TL

Factor analysis for transformational leadership has been successfully completed with three factors and 16 questions.

As a next step, reliability analysis has followed the factor analysis for three factors of transformational leadership independent variable separately. The first factor of the transformational leadership variable reliability analysis has shown Cronbach's Alpha value as 0,936.

For this analysis, values upper than 0.900 are accepted most probably as excellent. Then it has been controlled whether deleting any item makes this value upper than 0,936. It has seen none of these items deletion can increase the result. So any questions have not been removed.

Reliability Statistics

Cronbach's Alpha	N of items
0,936	6

Item-Total Statistics

	Scale Mean If Item Deleted	Scale Variance If Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha If Item Deleted
TLCE3	17,7000	23,666	0,799	0,925
TLIS2	17,6000	22,248	0,885	0,914
TLCE4	17,7333	22,823	0,828	0,921
TLIS1	17,7333	21,513	0,809	0,925
TLCE2	18,0000	23,310	0,813	0,923
TLIS3	17,9000	23,334	0,739	0,932

Table 11. Reliability Analysis for First factor of Transformational Leadership

The second factor of the transformational leadership variable reliability analysis has shown Cronbach's Alpha value as 0,866. The results are higher than 0.800 are accepted as perfect. And, any of the items deletion has not increased this value.

Reliability Statistics

Cronbach's Alpha	N of items
0,866	5

Item-Total Statistics

	Scale Mean If Item Deleted	Scale Variance If Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha If Item Deleted
TLIE2	14,5667	11,357	0,738	0,826
TLIE4	14,2667	12,892	0,694	0,842

TLMS3	14,3667	12,033	0,716	0,833
TLMS2	14,8333	10,420	0,735	0,829
TLCE1	15,0333	11,895	0,604	0,860

Table 12. Reliability Analysis for second factor of Transformational Leadership

The third factor of the transformational leadership variable reliability analysis has shown Cronbach's Alpha value as 0,876. The results are higher than 0.800 are accepted as perfect. And, any of the items deletion has not increased this value.

Reliability Statistics

Cronbach's Alpha	N of items
0,876	5

Item-Total Statistics

	Scale Mean If Item Deleted	Scale Variance If Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha If Item Deleted
TLII3	14,2667	12,133	0,662	0,860
TLMS1	13,6333	12,930	0,688	0,857
TLII4	14,1333	11,085	0,697	0,855
TLIE3	13,4000	11,903	0,785	0,834
TLII2	13,6333	10,861	0,740	0,843

Table 13. Reliability Analysis for third factor of Transformational Leadership

Pilot factor and reliability analysis for three factors of transformational leadership has been completed successfully.

Factor Name	Factor Items	Factor Loadings	Variance (%)	Croanbach's Alpha
Transformational Leadership 1	TLCE3	0,878	26,660	0,936
	TLIS2	0,802		
	TLCE4	0,745		
	TLIS1	0,739		
	TLCE2	0,736		
	TLIS3	0,656		
Transformational Leadership 2	TLIE2	0,794	24,925	0,866
	TLIE4	0,772		
	TLMS3	0,734		
	TLMS2	0,693		
	TLCE1	0,604		
Transformational Leadership 3	TLII3	0,796	21,551	0,876
	TLMS1	0,695		
	TLII4	0,653		
	TLIE3	0,628		
	TLII2	0,602		

Table 14. Factor and Reliability Analysis Table for Transformational Leadership

4.2. Pilot Study Factor and Reliability Analysis of Power Distance

5 questions (third chapter from 29th question to 33rd) have been asked to the participants of the survey for this research which covers the sub-dimension power distance of national culture. The values have been assessed with the Likert scale from 1 Strongly disagree to 5 Strongly Agree.

First, 5 questions for power distance have been added into the factor analysis. The KMO value was 0.720 and the significance value was significant at 0.000.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,720
Bartlett's Test of Sphericity	Approx. Chi-Square	47,937
	df	10
	Sig.	,000

Table 15. Factor Analysis KMO of Power Distance

To make the factor analysis the next rule is to check the Anti-Image table. It has been observed that there was no factor value below 0.500. Lastly, Rotated Component Matrix has not been controlled the only one factor has been created. Component matrix table has been controlled and it has been observed one question value is less than 0.500. So, the question PD1 has been removed and factor analysis has been executed again.

Component Matrix

	1
PD5	0,841
PD2	0,838
PD4	0,815
PD3	0,682
PD1	0,493

Table 16. Factor Analysis Component Matrix for Power Distance

After second run of the power distance factor analysis, KMO value was 0.742 and the significance value was significant at 0.000. In anti-image table there were not any items below 0.500.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,742
Bartlett's Test of Sphericity	Approx. Chi-Square	42,487
	df	6
	Sig.	,000

Table 17. Factor Analysis 2nd KMO of Power Distance

When the component matrix table has been checked, it looked okay with the values upper than 0.500 and the factor analysis of power distance questions has been completed successfully with four questions.

Component Matrix

	1
PD4	0,854
PD2	0,847
PD5	0,831
PD3	0,689

Table 18. Factor Analysis 2nd Component Matrix for Power Distance

For the power distance one factor, reliability analysis has shown Cronbach's Alpha value as 0,820. The results are higher than 0,800 are accepted as perfect. And, if PD3 has been deleted, cronbach's alpha value has been also increased. However, the current Cronbach's Alpha value has been also high. So, it has been decided not to lose this question and any item has not been deleted.

Reliability Statistics

Cronbach's Alpha	N of items
0,820	4

Item-Total Statistics

	Scale Mean If Item Deleted	Scale Variance If Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha If Item Deleted
PD2	7,0000	5,379	0,705	0,743
PD3	7,7667	7,633	0,508	0,833
PD4	7,0000	5,448	0,723	0,734
PD5	6,7333	5,513	0,673	0,760

Table 19. Reliability Analysis for Power Distance

Reliability analysis for power distance has been completed successfully.

Factor Name	Factor Items	Factor Loadings	Variance (%)	Croanbach's Alpha
Power Distance	PD2	0,854	65,292	0,820
	PD3	0,847		
	PD4	0,831		
	PD5	0,689		

Table 20. Factor and Reliability Analysis Table for Power Distance

4.3. Pilot Study Factor and Reliability Analysis of Job Satisfaction

5 questions (fourth chapter from 34th question to 38th) have been asked to the participants of the survey for this research which is related to the job satisfaction which is dependent variable of this research. The values have been assessed with the Likert scale from 1 Strongly disagree to 5 Strongly Agree.

First, 5 questions for job satisfaction have been added into the factor analysis. The KMO value was 0.869 and the significance value was significant at 0.000.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	,869
Bartlett's Test of Approx. Chi-Square	102,124
Sphericity df	10
Sig.	,000

Table 21. Factor Analysis KMO of Job Satisfaction

To make the factor analysis the next rule is to check the Anti-Image table. It has been observed that there was no factor value below 0.500. Lastly, Rotated Component Matrix has not been controlled the only one factor has been created. Component matrix table has been controlled and not been observed any questions value less than 0.500.

	1
JS1	0,919
JS2	0,900
JS4	0,896
JS5	-0,835
JS3	0,812

Table 22. Factor Analysis Component Matrix for Job Satisfaction

For job satisfaction, one-factor reliability analysis has shown Cronbach's Alpha value as 0,405. The results are higher than 0,800 are accepted as perfect and lower than 0.500 are imperfect.

Cronbach's Alpha	N of items
0,405	5

Item-Total Statistics

	Scale Mean If Item Deleted	Scale Variance If Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha If Item Deleted
JS1	13,8333	3,316	0,808	-0,218
JS2	13,7333	3,720	0,727	-0,088
JS3	13,7333	4,064	0,601	0,032
JS4	13,9000	3,541	0,668	-0,088
JS5	14,6667	11,402	-0,746	0,914

Table 23. Reliability Analysis for Job Satisfaction

When item deletion checked, it has been observed the question JS5 contains a negative value and if it has been recoded into a variable and turn into a positive value the Cronbach's Alpha value for job satisfaction has increased to 0.920 which is a perfect ratio for the reliability of the factor. If the item has been totally removed the Cronbach's Alpha value would be 0,914 and it has been decided to keep the question for the research.

Reliability Statistics

Cronbach's Alpha	N of items
0,920	5

Item-Total Statistics

	Scale Mean If Item Deleted	Scale Variance If Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha If Item Deleted
JS1	14,2333	11,564	0,858	0,888
JS2	14,1333	12,051	0,833	0,895
JS3	14,1333	12,671	0,716	0,916
JS4	14,3000	11,459	0,829	0,894
RJS5	14,6667	11,402	0,746	0,914

Table 24. Last Reliability Analysis for Job Satisfaction

After negative value altering, factor analysis has been executed again for the job satisfaction factors.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	,869
Bartlett's Test of Approx. Chi-Square	102,124
Sphericity	df
	10
	Sig.
	,000

Table 25. Last Factor Analysis KMO of Job Satisfaction

Reliability and factor analysis for job satisfaction have been completed successfully.

Factor Name	Factor Items	Factor Loadings	Variance (%)	Croanbach's Alpha
Job Satisfaction	JS1	0,919	76,256	0,920
	JS2	0,900		
	JS3	0,896		
	JS4	0,835		
	RJS5	0,812		

Table 26. Factor and Reliability Analysis Table for Job Satisfaction

5. Main Research Analysis

After pilot study, 147 pieces surveys have been collected. The following Table 27 has been created from the descriptive statistical frequency analyzed from SPSS and shows demographic variables results and participants distribution.

		Frequency	Percent
Genders	Female	87	59,2
	Male	60	40,8
Age	22-30 years old	30	20,4
	31-35 years old	43	29,3
	36-40 years old	43	29,3
	41-45 years old	16	10,9
	46-50 years old	7	4,8
	51 and above	8	5,3
Education Level	Associate Degree	18	12,2
	Bachelor's Degree	65	44,3
	Master Degree and above	64	43,5

<i>Marital Status</i>	Married	65	44,2
	Single	82	55,8
<i>Seniority in the organization</i>	Less than 1 year	13	8,8
	1-5 years	76	51,8
	6-10 years	29	19,7
	11-20 years	21	14,3
	21 and above	8	5,4
<i>Total Seniority</i>	Less than 4 year	22	15
	4-7 years	17	11,6
	8-11 years	29	19,7
	12 and above	79	53,7
<i>Nationality of the manager</i>	Turkey	113	76,9
	Other	34	23,1
<i>% Total foreign capital of the MNC</i>	0-24	72	49
	25-49	12	8,2
	50-74	13	8,8
	75-100	50	34

Table 27. Frequency and Percentage Distribution of the Demographic Data from the survey results

As it is seen in Table 27, 59.2% of the participants are female and 40.8% are male. 44,25% of the participants are married and 55,80% are single. The age distribution of the participants is weighted at less than 40 years old.

When participants were asked about the nationality of their managers; 76,9% are Turkish and 23,1% "other" (German) is marked. To see the education level picture of the participant, the responses are distributed to three options, associate, bachelor's, and master's and above degree as 12,20%, 44,30%, and 43,50%. When participants were asked about the working time at the current organization and total working years, for the current organization seniority, 51,80% of participants are 1-5 years, for the total seniority 53,70% are 12 years and above. Last, to understand multinational companies' characteristics, the total foreign capital ratio is asked to the participants and the results

are shaped as 42,80% are more than 50 percent foreign capital and 57,20% are less than 50 percent foreign capital.

6. Main Research Factor and Reliability Analysis

6.1. Factor and Reliability Analysis of Transformational Leadership

After pilot study, 20 questions (second chapter from 9th question to 28th) that have been asked to the participants of the survey for this research which covers five sub-dimensions of transformational leadership, such as charisma, idealized effect, motivation by suggestion, individual interest, and intellectual stimulation has been gone down to 16 questions. First, with 16 questions for Transformational leadership have been added into the factor analysis. The KMO value was 0.910 and the significance value was significant at 0.000.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,910
Bartlett's Test	Approx. Chi-Square	1605,758
of Sphericity	df	120
	Sig.	,000

Table 28. Factor Analysis KMO of Transformational Leadership

To make the factor analysis the next rule is to check the Anti-Image table. It has been observed that there was no factor value below 0.500. Lastly, Rotated Component Matrix has been controlled, there are two columns in total after pilot study, but for the rule 0.100 difference for the one question under two factors, the question TLCE2 has been removed and factor analysis has been retriggered.

Rotated Component Matrix

	Component	
	1	2
TLII4	0,853	0,238
TLII3	0,814	0,128
TLIS3	0,731	0,431
TLCE1	0,669	0,314
TLCE4	0,655	0,485
TLMS2	0,650	0,448
TLII2	0,642	0,396
TLIS2	0,625	0,446
TLCE2	0,570	0,541
TLIE3	0,248	0,76
TLIE2	0,199	0,720
TLMS1	0,330	0,707
TLIE4	0,325	0,702
TLMS3	0,284	0,684
TLCE3	0,491	0,597
TLIS1	0,537	0,540

Table 29. Factor Analysis Rotated Component Matrix of TL

After second run of the factor analysis with 15 questions for Transformational leadership, The KMO value has changed as 0.905 and the significance value was significant at 0.000.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,905
Bartlett's Test of Sphericity	Approx. Chi-Square	1443,044
	df	105
	Sig.	,000

Table 30. Factor Analysis 2nd KMO of Transformational Leadership

Anti-Image table for the second run of the factor analysis with 15 questions has seemed quite good with the values upper than 0.500. Rotated Component Matrix has been

controlled and there has not been observed any questions value less than 0.500 and this time there has not been any question under one factor as well. The next rule is to check the difference of the values under two different factors as >0.100 .

Rotated Component Matrix

	Component	
	1	2
TLII4	0,854	0,239
TLII3	0,814	0,129
TLIS3	0,729	0,428
TLCE1	0,673	0,321
TLCE4	0,652	0,480
TLMS2	0,647	0,445
TLII2	0,647	0,403
TLIS2	0,632	0,456
TLIE3	0,244	0,754
TLIE2	0,202	0,724
TLIE4	0,330	0,710
TLMS1	0,331	0,709
TLMS3	0,287	0,689
TLCE3	0,486	0,588
TLIS1	0,538	0,542

Table 31. Factor Analysis 2nd Rotated Component Matrix of TL

With this rule, the question TLIS1 has also been removed and factor analysis has been executed again.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	,905
Bartlett's Test of Approx. Chi-Square	1305,217
Sphericity	df
	91
	Sig.
	,000

Table 32. Factor Analysis 3rd KMO of Transformational Leadership

After third run of the factor analysis with 14 questions for Transformational leadership, The KMO value has changed as 0.905 and the significance value was significant at 0.000.

Anti-Image table for the third run of the factor analysis with 14 questions has seemed quite good with the values upper than 0.500. Rotated Component Matrix has been controlled and there has not been observed any questions value less than 0.500 and this time there has not been any question under one factor as well. And this time also for the last rule there has not been encountered with the difference of the values under two different factors as >0.100 .

Factor analysis for transformational leadership has been successfully completed with two factors and 14 questions. Except for one MS-CE question, factors have been separated into two different groups with the five sub-dimensions of the transformational leadership, three of them under the first factor and two of them under the second-factor item together.

Rotated Component Matrix

	Component	
	1	2
TLII4	0,856	0,239
TLII3	0,813	0,127
TLIS3	0,730	0,423
TLCE1	0,676	0,330
TLCE4	0,653	0,475
TLMS2	0,652	0,452
TLII2	0,650	0,410
TLIS2	0,631	0,448
TLIE3	0,249	0,765
TLIE2	0,204	0,721
TLMS1	0,331	0,706
TLIE4	0,330	0,701
TLMS3	0,292	0,700
TLCE3	0,488	0,584

Table 33. Factor Analysis 3rd Rotated Component Matrix of TL

As a next step, reliability analysis has followed the factor analysis for two factors of transformational leadership independent variable separately. The first factor of the transformational leadership variable reliability analysis has shown Cronbach's Alpha value as 0,918.

For this analysis, values upper than 0.900 are accepted most probably as excellent. Then it has been controlled whether deleting any item makes this value upper than 0,918. However none of the items deletion has increased the result. So any questions have not been removed.

Reliability Statistics

Cronbach's Alpha	N of items
0,918	8

Item-Total Statistics

	Scale Mean If Item Deleted	Scale Variance If Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha If Item Deleted
TLII4	24,7075	37,236	0,807	0,901
TLII3	24,7211	40,120	0,681	0,911
TLIS3	24,4898	38,841	0,791	0,902
TLCE1	24,4898	40,443	0,690	0,911
TLCE4	24,4082	38,777	0,733	0,907
TLMS2	24,4966	39,279	0,719	0,908
TLII2	24,3197	39,534	0,699	0,910
TLIS2	24,2721	40,268	0,707	0,909

Table 34. Reliability Analysis for first factor of Transformational Leadership

The second factor of the transformational leadership variable reliability analysis has shown Cronbach's Alpha value as 0,861. The results are higher than 0.800 are accepted as perfect. And, any of the items deletion has not increased this value.

Cronbach's Alpha	N of items
0,861	6

Item-Total Statistics

	Scale Mean If Item Deleted	Scale Variance If Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha If Item Deleted
TLIE3	18,1565	16,873	0,687	0,832
TLIE2	18,0816	17,281	0,607	0,846
TLMS1	18,2857	17,425	0,659	0,837
TLIE4	17,9728	16,958	0,683	0,832
TLMS3	18,0136	17,397	0,650	0,838
TLCE3	18,0952	16,772	0,636	0,841

Table 35. Reliability Analysis for second factor of Transformational Leadership

Reliability analysis for two factors of transformational leadership has been completed successfully.

Factor Name	Factor Items	Factor Loadings	Variance (%)	Cronbach's Alpha
Transformational Leadership 1	TLII4	0,856	33,579	0,918
	TLII3	0,813		
	TLIS3	0,730		
	TLCE1	0,676		
	TLCE4	0,653		
	TLMS2	0,652		
	TLII2	0,650		
Transformational Leadership 2	TLIS2	0,631	29,194	0,861
	TLIE3	0,765		
	TLIE2	0,721		
	TLMS1	0,706		
	TLIE4	0,701		
	TLMS3	0,700		
	TLCE3	0,584		

Table 36. Factor and Reliability Analysis Table for Transformational Leadership

6.2. Factor and Reliability Analysis of Power Distance

After pilot study, 5 questions (third chapter from 29th question to 33rd) asked to the participants of the survey for this research which covers the sub-dimension power distance of national culture have been decreased to 4 questions and first factor reliability run for this factor is below.

The KMO value was 0.745 and the significance value was significant at 0.000.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,745
Bartlett's Test of Approx. Chi-Square		103,357
Sphericity	df	6
	Sig.	,000

Table 37. Factor Analysis KMO of Power Distance

To make the factor analysis the next rule is to check the Anti-Image table. It has been observed that there was no factor value below 0.500. Lastly, Rotated Component Matrix has not been controlled due to the only one factor has been created. So component matrix has been controlled and not been observed any questions value less than 0.500.

Component Matrix

	1
PD4	0,759
PD2	0,708
PD5	0,785
PD3	0,681

Table 38. Factor Analysis Component Matrix for Power Distance

Power distance factor analysis has been completed successfully. Next, reliability analysis for this factor has been executed.

Cronbach's Alpha	N of items
0,714	4

Item-Total Statistics

	Scale Mean If Item Deleted	Scale Variance If Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha If Item Deleted
PD2	6,6599	5,390	0,474	0,670
PD3	7,3537	5,984	0,446	0,683
PD4	6,9184	5,500	0,529	0,635
PD5	6,6395	5,150	0,559	0,615

Table 39. Reliability Analysis for Power Distance

For the power distance one factor reliability analysis has shown Cronbach's Alpha value as 0,714. The results are higher than 0,700 are accepted as okay and any item deletion makes this value higher than it. So, Reliability analysis for power distance has been completed successfully.

Factor Name	Factor Items	Factor Loadings	Variance (%)	Croanbach's Alpha
Power Distance	PD2	0,708	53,943	0,714
	PD3	0,681		
	PD4	0,759		
	PD5	0,785		

Table 40. Factor and Reliability Analysis Table for Power Distance

6.3. Factor and Reliability Analysis of Job Satisfaction

After pilot study, 5 questions (fourth chapter from 34th question to 38th) which have been asked to the participants of the survey for this research and is related to the job satisfaction is dependent variable of this research did not change. The values have been assessed with the Likert scale from 1 Strongly disagree to 5 Strongly Agree.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,893
Bartlett's Test of Sphericity	Approx. Chi-Square	640,847
	df	10
	Sig.	,000

Table 41. Factor Analysis KMO of Job Satisfaction

First, 5 questions for job satisfaction have been added into the factor analysis. The KMO value was 0.893 and the significance value was significant at 0.000.

To make the factor analysis the next rule is to check the Anti-Image table. It has been observed that there was no factor value below 0.500. Lastly, Rotated Component Matrix has not been controlled the only one factor has been created. Component matrix table has been controlled and not been observed any questions value less than 0.500.

Component Matrix

	1
JS4	0,929
JS2	0,926
JS1	0,912
JS3	0,864
RJS5	0,836

Table 42. Factor Analysis Component Matrix for Job Satisfaction

For job satisfaction, one-factor reliability analysis has shown Cronbach's Alpha value as 0,935. The results are higher than 0,800 are accepted as perfect and lower than 0.500 are imperfect.

Reliability Statistics

Cronbach's Alpha	N of items
0,935	5

Item-Total Statistics

	Scale Mean If Item Deleted	Scale Variance If Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha If Item Deleted
JS1	14,1497	15,443	0,856	0,915
JS2	14,0544	15,024	0,876	0,911
JS3	14,0204	16,185	0,787	0,927
JS4	14,1837	14,850	0,880	0,910
RJS5	14,5578	14,947	0,753	0,937

Table 43. Reliability Analysis for Job Satisfaction

Reliability and factor analysis for job satisfaction have been completed successfully.

Factor Name	Factor Items	Factor Loadings	Variance (%)	Cronbach's Alpha
Job Satisfaction	JS4	0,929	79,982	0,935
	JS2	0,926		
	JS1	0,912		
	JS3	0,864		
	RJS5	0,836		

Table 44. Factor and Reliability Analysis Table for Job Satisfaction

6.4. Revised Research Model and Main Hypotheses of the Research After the Reliability and Factor Analyses

According to information which was obtained from factor and reliability analysis based on a literature review of this research, a new research model has been created above and the main hypotheses of the research has changed in accordance with the factor and reliability analysis done and it has been observed that transformational leadership two factors are combination of the sub-dimensions individual interest, charisma and intellectual stimulation and the other is idealized effect and motivation by suggestion except one MS and CE questions replacement. When these subdimensions questions have been checked, it is understood that the classification is related to the questions' concept. II, CE and IS are more related to the individual feelings and thoughts and MS and IE are related to the organizations target. So, these two factors' breakdown have been renamed as goal-oriented and individual focus. And main hypotheses have been created as it is seen below:

H1: There is a relationship between transformational leadership and job satisfaction.

H1a: There is a relationship between goal-oriented transformational leadership and job satisfaction.

H1b: There is a relationship between individual focus transformational leadership and job satisfaction.

H2: Power distance has a moderator impact on the relationship between transformational leadership and job satisfaction.

H2a: Power distance has a moderator impact on the relationship between goal-oriented transformational leadership and job satisfaction.

H2b: Power distance has a moderator impact on the relationship between individual focus transformational leadership and job satisfaction.

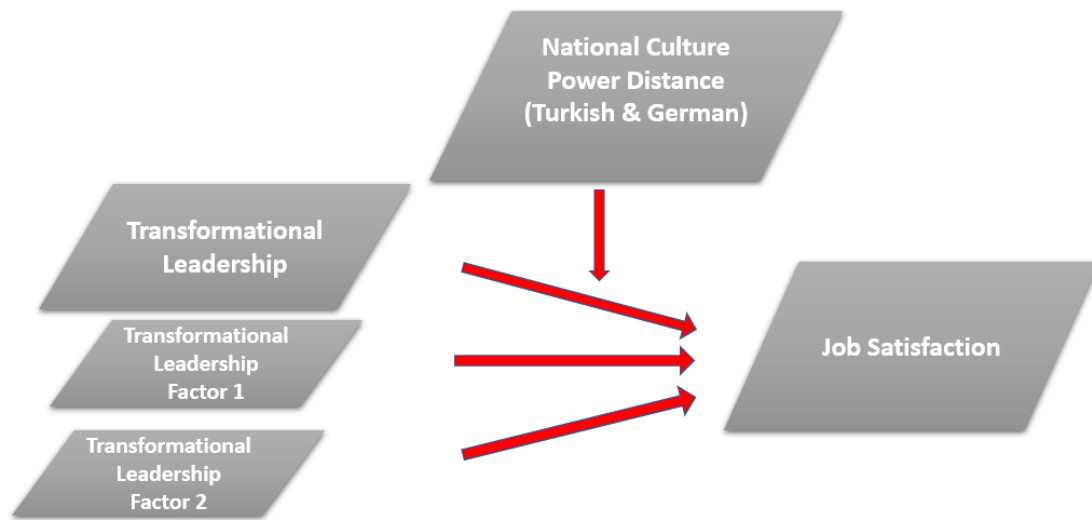


Figure 2. Revised Research Model

7. Correlation and Regression Analysis

Correlation analysis is a method used to determine the direction and degree of the relationship between the variables regardless of whether they are dependent or independent. The most commonly used coefficient in the correlation analysis is the Paerson Correlation Coefficient. Person correlation coefficient shows the direction and strength of the relationship between variables by taking values ranging from -1 to +1 (Durmuş et al., 2013).

Regression analysis is an analysis that determines how dependent variable is explained by independent variables. Linear regression analysis, called simple linear regression and multiple linear regression, are among the most widely used in the social sciences. In the model to be measured, simple regression is performed when there is one dependent variable and one independent variable, and multiple regression analysis is performed in cases where there is one dependent and more than one independent variable. (Durmuş et al., 2013).

In this study, correlation, simple regression analysis and multi regression analysis have been used to see the relationship between transformational leadership and job satisfaction and the impact of power distance over it.

Correlation analysis is a type of analysis that determines the degree of a linear relationship between two variables that has a metric feature. In correlation analysis, the correlation coefficient 101 shown with "r" can take values between -1 and +1. Accordingly, a value of -1 is called a perfect inverse relationship. +1 is called a perfect positive relationship. A value of 0 means that there is no relationship between the two variables. In general, if the correlation analysis coefficient is below 0.30, it is considered weak, if it is between 0.30 and 0.70, it is considered as medium power, and if it is greater than 0.70, it is considered strong. All correlation analysis findings performed during the research will be realized under this information (Arslan, 2016, p:75).

7.1. Correlation and Regression Analysis Between Transformational Leadership and Job Satisfaction.

Correlation analysis has been executed for the hypothesis below:

H1: There is a relationship between transformational leadership and job satisfaction.

		Job Satisfaction	Transformational Leadership
Pearson Correlation	Job Satisfaction	1	0,595
Sig. (2-Tailed)			0,000
Number		147	147
Pearson Correlation	Transformational Leadership	0,595	1
Sig. (2-Tailed)		0,000	
Number		147	147

Table 45. Correlation Analysis for TL and Job Satisfaction

According to the correlation table, Pearson Correlation has shown 0.595 which is mid-level but almost near to the strong level of the correlation 0.700, and significant is less than 0.05. So, the transformational leadership independent variable of the study has statistically significance on the dependent variable job satisfaction.

Independent Variable: Transformational Leadership	Dependent Variable: Job Satisfaction							
	Sig.	Beta	t	R	Rsquare	F	P	Vif
	0,000	0,595	8,911	0,595	0,354	79,400	0,000	1,000

Table 46. Simple Regression Analysis Table for H1 hypothesis

According to the model summary and coefficients table, significant is less than 0.05. The argument p value of the t value is 0.000. Therefore, since the p value is less than 0.05, the independent variable can be used to predict the dependent variable. Beta and R = 0.595, F = 79,400. Vif value as 1,000 < 10 is valid value for the research. Finally, at the table above, R Square = 0.354 this means that transformational leadership explains 35.4 % job satisfaction and the H1 hypothesis is *accepted*.

Due to the hypothesis H1 is accepted, sub hypothesis H1a and H1b have been executed in correlation and simple linear regression analyses one by one as well.

7.1.1. Correlation and Regression Analysis Between Goal-oriented Transformational Leadership and Job Satisfaction

H1a: There is a relationship between goal-oriented transformational leadership and job satisfaction.

		Job Satisfaction	Goal-orientation
Pearson Correlation	Job Satisfaction	1	0,574
Sig. (2-Tailed)			0,000
Number		147	147
Pearson Correlation	Goal-orientation	0,574	1
Sig. (2-Tailed)		0,000	
Number		147	147

Table 47. Correlation Analysis for Goal-Oriented TL and Job Satisfaction

According to the correlation table, Pearson Correlation has shown 0.574 which is mid-level but almost near to the strong level of the correlation 0.700, and significant value is less than 0.05. So, goal-oriented transformational leadership independent variable of the study has statistically significance on the dependent variable job satisfaction.

According to the model summary and coefficients table, significant is less than 0.05. So, the goal-oriented transformational leadership independent variable of the study has statistically significance on the dependent variable job satisfaction.

The argument p value of the t value is 0.000. Therefore, since the p value is less than 0.05, the independent variable can be used to predict the dependent variable. Beta and $R = 0.574$, $F = 71,304$. Vif value as $1,000 < 10$ is valid value for the research. Finally, at the table below, R Square = 0.330 this means that goal-orientation of transformational leadership explains 33.0 % of job satisfaction and the H1a hypothesis is *accepted*.

	Dependent Variable: Job Satisfaction							
Independent Variable:	Sig.	Beta	t	R	Rsquare	F	P	Vif
Goal-orientation	0,000	0,574	8,444	0,574	0,330	71,304	0,000	1,000

Table 48. Simple Regression Analysis Table for H1a hypothesis

7.1.2. Correlation and Regression Analysis Between Individual Focus Transformational Leadership and Job Satisfaction

H1b: There is a relationship between individual focus transformational leadership and job satisfaction.

		Job Satisfaction	Individual Focus
Pearson Correlation	Job Satisfaction	1	0,552
Sig. (2-Tailed)			0,000
Number		147	147
Pearson Correlation	Individual Focus	0,552	1
Sig. (2-Tailed)		0,000	
Number		147	147

Table 49. Correlation Analysis for Individual Focus TL and Job Satisfaction

According to the correlation table, Pearson Correlation has shown 0.552 which is mid-level but almost near to the strong level of the correlation 0.700, and significant value is less than 0.05. So, individual focus of transformational leadership has statistically significance on the dependent variable job satisfaction.

	Dependent Variable: Job Satisfaction							
Independent Variable:	Sig.	Beta	t	R	Rsquare	F	P	Vif
Individual Focus	0,000	0,552	7,962	0,552	0,304	63,395	0,000	1,000

Table 50. Simple Regression Analysis Table for H1b hypothesis

According to the model summary and coefficients table, significant is less than 0.05. So, the individual focus transformational leadership independent variable of the study has statistically significance on the dependent variable job satisfaction. The argument p value of the t value is 0.000. Therefore, since the p value is less than 0.05, the independent variable can be used to predict the dependent variable. Beta and R = 0.552, F = 63,395. Vif value as 1,000 < 10 is valid value for the research. Finally, at the table above, R Square = 0.304 this means that individual focus of transformational leadership explains 30.4 % job satisfaction and the H1b hypothesis is *accepted*.

As a summary the hypothesis of the research has been updated as below:

H1: There is a relationship between transformational leadership and job satisfaction. - *Accepted*

H1a: There is a relationship between goal-oriented transformational leadership and job satisfaction. - *Accepted*

H1b: There is a relationship between individual focus transformational leadership and job satisfaction. - *Accepted*

7.2. Correlations and Multi Regression Analysis for Power Distance Impact

H2: Power distance has a moderator impact on the relationship between transformational leadership and job satisfaction.

H2a: Power distance has a moderator impact on the relationship between goal-oriented transformational leadership and job satisfaction.

H2b: Power distance has a moderator impact on the relationship between individual focus transformational leadership and job satisfaction.

		Job Satisfaction	Zscore (TL)	Zscore (PD)	Moderator
Pearson Correlation	Job Satisfaction	1,000	0,595	-0,055	-0,111
	Zscore (TL)	0,595	1,000	-0,116	-0,255
	Zscore (PD)	-0,055	-0,116	1,000	0,070
	Moderator	-0,111	-0,255	0,070	1,000
Sig. (1-Tailed)	Job Satisfaction	.	0,000	0,255	0,090
	Zscore (TL)	0,000	.	0,080	0,001
	Zscore (PD)	0,255	0,080	.	0,200
	Moderator	0,090	0,001	0,200	.
Number	Job Satisfaction	147	147	147	147
	Zscore (TL)	147	147	147	147
	Zscore (PD)	147	147	147	147
	Moderator	147	147	147	147

Table 51. Correlation Analysis for PD Impact on the Relationship between TL&JS

According to the correlation table, Pearson Correlation has shown -0,111 which is almost near to zero, and significant value is 0.090 is higher than 0.05. So, power distance impact on the transformational leadership and job satisfaction relationship has statistically not significant. To see the picture better, regression analysis result has also been shown in Coefficients Table below:

	Dependent Variable: Job Satisfaction						
Independent Variable	Sig.	Beta	t	Correlations - Zero order	Correlations - Partial	Correlations - Part	Vif
Zscore (TL)	0,000	0,607	8,702	0,595	0,588	0,584	1,081
Zscore (PD)	0,848	0,013	0,192	-0,055	0,016	0,013	1,016
Moderator	0,537	0,043	0,619	-0,111	0,052	0,042	1,072

Table 52. Coefficient Table of PD Impact on the Relationship between TL&JS

Due to the T Test sig value is 0.537 and higher than 0.05, H2, H2a, H2b have been rejected and null hypothesis for H2 has been accepted.

As a summary the hypothesis of the research has been updated as below:

H2: Power distance has a moderator impact on the relationship between transformational leadership and job satisfaction. - ***Rejected***

H2a: Power distance has a moderator impact on the relationship between goal-oriented transformational leadership and job satisfaction. - ***Rejected***

H2b: Power distance has a moderator impact on the relationship between individual focus transformational leadership and job satisfaction. - ***Rejected***

7.3. Correlation and Regression Analysis Between Transformational Leadership and Job Satisfaction for German & Turkish Leaders

To reach the main purpose of this study, after hypotheses have been proved statistically significant and correlated with adding selection demographic variable “Manager’s nationality” to the analysis, correlation and regression analysis have been executed once more to see the breakdown for German and Turkish leaders impact of the relationship between transformational leadership and job satisfaction.

		Job Satisfaction	Transformational Leadership
Pearson Correlation	Job Satisfaction	1,000	0,592
	Transformational Leadership	0,592	1,000
Sig. (1-Tailed)	Job Satisfaction	.	0,000
	Transformational Leadership	0,000	.
Number	Job Satisfaction	113	113
	Transformational Leadership	113	113

Table 53. Correlation Table of TL and JS for Turkish Leaders

		Job Satisfaction	Transformational Leadership
Pearson Correlation	Job Satisfaction	1,000	0,620
	Transformational Leadership	0,620	1,000
Sig. (1-Tailed)	Job Satisfaction	.	0,000
	Transformational Leadership	0,000	.
Number	Job Satisfaction	34	34
	Transformational Leadership	34	34

Table 54. Correlation Table of TL and JS for German Leaders

According to the correlation table, Pearson Correlation has shown 0.592 with the selection of Turkish leaders and 0.620 with German leaders selection which is mid-level but almost near to the strong level of the correlation 0.700, and significant is less than 0.05 for both.

It has seen the participants who work with German leaders explain job satisfaction % 38.40 the result has been higher than the participants who work with Turkish leaders comparing to.

		Dependent Variable: Job Satisfaction						
Independent Variable: Transformational Leadership	Sig.	Beta	t	R	Rsquare	F	P	Vif
German leaders	0,000	0,620	4,468	0,620	0,384	19,962	0,000	1,000
Turkish leaders		0,592	7,730	0,592	0,350	59,760		

Table 55. Regression Analysis of TL and JS for German and Turkish Leaders

7.3.1. Correlation and Regression Analysis Between Goal-oriented Transformational Leadership and Job Satisfaction for German & Turkish Leaders

According to the correlation table, Pearson Correlation has shown 0.503 with the selection of Turkish leaders and 0.590 with German leaders selection which is mid-level but almost near to the strong level of the correlation 0.700, and significant is less than 0.05 for both.

		Job Satisfaction	Goal-orientation
Pearson Correlation	Job Satisfaction	1,000	0,503
	Goal-orientation	0,503	1,000
Sig. (1-Tailed)	Job Satisfaction	.	0,001
	Goal-orientation	0,001	.
Number	Job Satisfaction	34	34
	Goal-orientation	34	34

Table 56. Correlation Table of Goal-Oriented TL and JS for German Leaders

		Job Satisfaction	Goal-orientation
Pearson Correlation	Job Satisfaction	1,000	0,590
	Goal-orientation	0,590	1,000
Sig. (1-Tailed)	Job Satisfaction	.	0,000
	Goal-orientation	0,000	.
Number	Job Satisfaction	113	113
	Goal-orientation	113	113

Table 57. Correlation Table of Goal-Oriented TL and JS for Turkish Leaders

It has seen the participants who work with German leaders explain job satisfaction % 25.30 the result has been lower than the participants who work with Turkish leaders comparing to.

	Dependent Variable: Job Satisfaction							
Independent Variable: Goal-Orientation	Sig.	Beta	t	R	Rsquare	F	P	Vif
German leaders	0,000	0,503	3,294	0,503	0,253	10,847	0,000	1,000
Turkish leaders		0,590	7,708	0,590	0,349	59,409		

Table 58. Regression Analysis of Goal-Oriented TL and JS for German & Turkish Leaders

7.3.2. Correlation and Regression Analysis Between Individual Focus Transformational Leadership and Job Satisfaction for German & Turkish Leaders

According to the correlation table, Pearson Correlation has shown 0.542 with the selection of Turkish leaders and 0.615 with German leaders selection which is mid-level but almost near to the strong level of the correlation 0.700, and significant is less than 0.05 for both.

		Job Satisfaction	Individual Focus
Pearson Correlation	Job Satisfaction	1,000	0,542
	Individual Focus	0,542	1,000
Sig. (1-Tailed)	Job Satisfaction	.	0,000
	Individual Focus	0,000	.
Number	Job Satisfaction	113	113
	Individual Focus	113	113

Table 59. Correlation Table of Individual Focus TL and JS for Turkish Leaders

		Job Satisfaction	Individual Focus
Pearson Correlation	Job Satisfaction	1,000	0,615
	Individual Focus	0,615	1,000
Sig. (1-Tailed)	Job Satisfaction	.	0,000
	Individual Focus	0,000	.
Number	Job Satisfaction	34	34
	Individual Focus	34	34

Table 60. Correlation Table of Individual Focus TL and JS for German Leaders

It has seen the participants who work with German leaders explain job satisfaction %37.8 and the result has been higher than the participants who work with Turkish leaders comparing to.

Independent Variable: Individual Focus	Sig.	Beta	t	R	Rsquare	F	P	Vif
German leaders	0,000	0,615	4,406	0,615	0,378	19,415	0,000	1,000
Turkish leaders		0,542	6,789	0,542	0,293	46,093		

Table 61. Regression Analysis of Individual Focus TL and JS for German & Turkish Leaders

8. ANOVA Test Analysis of Demographic Data

8.1. ANOVA Test Analysis of Genders

According to the ANOVA Test results, genders and job satisfaction relationship's significance value has been $0.09 < 0.05$ and it can be said that female can vary dependent variable much more than male participants.

Independent Variable	Dependent Variable: Job Satisfaction		
	N	mean	Std. Deviation
Genders			
Female	87	3,7218	0,7784
Male	60	3,2967	1,1553
Total	147	3,5483	0,9697

Table 62. ANOVA Test for Genders

8.2. ANOVA Test Analysis of Ages

Independent Variable	Dependent Variable: Job Satisfaction		
	N	mean	Std. Deviation
Age			
22-30 years old	30	3,4000	1,2605
31-35 years old	43	3,6047	1,0211
36-40 years old	43	3,4279	0,9035
41-45 years old	16	3,8875	0,7116
46-50 years old	7	3,5429	0,3779
51 and above	8	3,7750	0,3770
Total	147	3,5483	0,9697

Table 63. ANOVA Test for Ages

According to the ANOVA Test results, ages and job satisfaction relationship's significance value has been $0.569 > 0.05$ and it cannot be said that ages can vary dependent variable.

8.3. ANOVA Test Analysis of Education Level

Independent Variable	Dependent Variable: Job Satisfaction		
	N	mean	Std. Deviation
Education Level			
Associate Degree	18	3,9444	0,7414
Bachelor's Degree	65	3,4892	0,9987
Master Degree and above	64	3,4969	0,9830
Total	147	3,5483	0,9697

Table 64. ANOVA Test for Education Level

According to the ANOVA Test results, education level and job satisfaction relationship's significance value has been $0.181 > 0.05$ and it cannot be said that education level can vary dependent variable.

8.4. ANOVA Test Analysis of Marital Status

Independent Variable	Dependent Variable: Job Satisfaction		
	N	mean	Std. Deviation
Marital Status			
Married	65	3,5138	0,8667
Single	82	3,5756	1,0486
Total	147	3,5483	0,9697

Table 65. ANOVA Test for Marital Status

According to the ANOVA Test results, marital status and job satisfaction relationship's significance value has been $0.703 > 0.05$ and it cannot be said that marital status can vary dependent variable.

8.5. ANOVA Test Analysis of Seniority in the Organization

Independent Variable	Dependent Variable: Job Satisfaction		
	N	mean	Std. Deviation
Seniority in the Organization			
Less than 1 year	13	3,5692	1,0028
1-5 years	76	3,4789	1,1051
6-10 years	29	3,6759	0,8166
11-20 years	21	3,6000	0,8000
21 and above	8	3,5750	0,4200
Total	147	3,5483	0,9697

Table 66. ANOVA Test for Seniority in the Organization

According to the ANOVA Test results, seniority in the organization and job satisfaction relationship's significance value has been $0.918 > 0.05$ and it cannot be said that seniority in the organization can vary dependent variable.

8.6. ANOVA Test Analysis of Total Seniority

Independent Variable	Dependent Variable: Job Satisfaction		
	N	mean	Std. Deviation
Total Seniority			
Less than 4 year	22	3,0364	1,4457
4-7 years	17	3,6118	0,9419
8-11 years	29	3,6759	1,0105
12 and above	79	3,6304	0,7490
Total	147	3,5483	0,9697

Table 67. ANOVA Test for Total Seniority

According to the ANOVA Test results, total seniority of the employees and job satisfaction relationship's significance value has been $0.062 > 0.05$ and it cannot be said that total seniority of the employees can vary dependent variable.

8.7. ANOVA Test Analysis of Nationality of the Manager

Independent Variable	Dependent Variable: Job Satisfaction		
	N	mean	Std. Deviation
Nationality of the Manager			
Turkey	113	3,5611	1,0298
Other	34	3,5059	0,7470
Total	147	3,5483	0,9697

Table 68. ANOVA Test for Nationality of the Manager

According to the ANOVA Test results, nationality of the manager of the employees and job satisfaction relationship's significance value has been $0.772 > 0.05$ and it cannot be said that nationality of the manager can vary dependent variable.

8.8. ANOVA Test Analysis of Total Foreign Capital of the MNC

Independent Variable	Dependent Variable: Job Satisfaction		
	N	mean	Std. Deviation
% Total foreign capital of the mnc			
0-24	72	3,6167	0,8764
25-49	12	3,9167	0,6464
50-74	13	2,9077	1,4710
75-100	50	3,5280	0,9568
Total	147	3,5483	0,9697

Table 69. ANOVA Test for Total Foreign Capital of the MNC

According to the ANOVA Test results, foreign capital ratio and job satisfaction relationship's significance value has been $0.049 < 0.05$ and it can be said that full foreign capital MNCs can vary dependent variable less than the organizations that have Turkish capitals.



RESULTS

1. Discussions

In this part of the study, the results have taken place obtained as a result of the analysis of the research data. The comparison of the findings with the research findings in the relevant literature has been included. After the analysis according to the participant's responses, job satisfaction, and five sub-dimensions of transformational leadership has been reviewed and the power distance sub-dimension of the national culture impact on this relationship has been analyzed. These surveys have been shared with the employees who work with Turkish and German leaders in German MNCs Turkey, Istanbul. So, the results have been shown from the subordinates' point of view instead.

In this study, the queries which are related to transformational leadership characteristics have been asked to the participants according to the scale, which is developed by Bass, Avolio, (1995) MLQ- Multifactor Leadership. The survey consists of 20 questions and from five parts as Charisma, Idealized Effect, Motivation by Suggestion, Intellectual Stimulation, and Individual Interest. Because Bass et al. talked about five dimensions of transformational leadership as charisma, idealized effect, intellectual stimulation, individual interest, motivation by suggestion (Bass,1985; Bass & Avolio,1993; Bass 1998). However, this study factor analysis has given two sub-dimensions and combined the queries related to the people or goal-orientation skills of the leader. White-collar employees of German MNCs in Istanbul and today the shape of the perception of the queries has limited into two parts as individual focus and goal-orientation only.

The correlation between transformational leadership and job satisfaction has been analyzed. And has been observed a linear and positive relationship between these two variables. This result has been in line with the previous studies, such as Riaz and Haider Pakistan example which compared the transactional and transformational leadership impacts on job satisfaction. And another previous study of Lee, Cheng, Yeung, and Lai has occurred in the financial sector, and its result only showed intellectual stimulation has

been related to job satisfaction in the banking sector. McShane explains job satisfaction as a way of making an assessment of the workload for the workers. Job satisfaction of workers is occurred from the job itself, the relationship between the subordinates and the managers, management mutual values, work environment, and rewards. On the other hand, previous studies have used numerous antecedents of job satisfaction other than transformational leadership. For example, other leadership styles, rewards and benefits, worker empowerment, and trust. Most of these antecedents have been found to be positively related to job satisfaction same as this research (Hanaysha, Khawaja, Nik, Sarassina, Rahman, Zakaria, 2012). This study has also emphasized in the regression analysis R square value of transformational leadership is 0.354 and explains transformational leadership 35.4% part of job satisfaction. This shows us some other factors have also impact on job satisfaction for the rest of 64.6%.

Iverson and Roy, 1994; Sergiovanni and Corbally, 1984; Smith and Peterson, 1988 and Chen, 2001; Whitley, 1997. attributes, such as empowerment and clear vision, are often seen as important elements for employee job satisfaction and commitment (Iverson & Roy, 1994; Sergiovanni & Corbally, 1984; Smith & Peterson, 1988). This type of leadership style is often associated with a flatter organizational structure and low power distance as in western firms (Chen, 2001; Whitley, 1997). On the contrary, Asian firms tend to be more bureaucratic, hierarchical, have central decision making and are policy-driven. Leadership tends to be based on position, authority and seniority.

For Schwartz and Rokeach, transformational leaders are individuals who have successfully internalized the values of their culture. Hood also in 2003, proved the same relationship between transformational leadership and cultural values. According to Waldman and Yammarino (1999), transformational leaders have values such as justice, equality, forgiveness, honesty, loyalty, and responsibility. These values are related to the culture of the society (Erbakan, F., 2010) According to Kuhnert and Lewis (1987:649); transformational leadership is linked to the values of the leaders and cannot be thought of separately from the national culture of the leaders. According to Sturm & Antonakis, (2015), one involvement that work can supply or deny is control, which is “having the watchfulness and the implies to lopsidedly implement one’s will over others”. In Kristof-Brown, Zimmerman, & Johnson, (2005) studies for the relationship between job

satisfaction and power distance; a positive impact has been found how effectively work supplies what the employee needs.

This study has been researched in German MNCs located in Istanbul and the surveys have been distributed to the participants who are working in German MNCs with Turkish and German leaders as well. In ANOVA analysis of the research, the significant value for the managers nationality has not been statistically significant. That's why it can be accepted that there is not any national culture impact on job satisfaction for this study not in line with the past studies.

Lots of studies on the relationship between transformational leadership and job satisfaction have been conducted. However, the moderator impact of national culture and power distance studies have not been placed in previous studies frequently. Past thinks about have inspected the connection between administration standards and behaviors (Al-Omari, 2004; Al-Sharifi & Al-Tanah, 2010). A ponder has been conducted for the pioneers of National Oil Organization of Libya take after transformational leadership style when they oversee their organization whereas the overwhelming culture is Chain of command culture and the respondents were fulfilled with all the aspects of work fulfillment. In this way, the comes about to recommend that there's a relationship between transformational administration, work fulfillment, and the impacts of organizational culture on the relationship between transformational administration and work fulfillment in National Oil Organization of Libya. The output concludes that the relationship between transformational leadership, organizational culture, and job satisfaction is a critical positive relationship (Zahari & Shurbagi, 2012). Comparing to these previous studies and other national culture and job satisfaction studies in the past, this research cannot find any statistically significant correlation between power distance and national culture impact on transformational leadership and job satisfaction. Multi regression analysis of the study showed that there was no moderator impact of power distance on the relationship between job satisfaction and transformational leadership and its sub-dimensions as well.

According to ANOVA tests conducted on the demographic questions in the survey, the results have given no differences for any variable according to age, marital status, education level, working years in the current company, and total. Only foreign capital ratio and genders have significant value on job satisfaction and their mean values have been also distributed normally.

2. Conclusion

This research has been purposed to understand transformational leadership and job satisfaction relationship and to see the power distance dimension of national culture impact on this relationship in the multinational companies. For the study, German MNCs located in Istanbul, Turkey have been chosen. And the study's main hypotheses questions have been analyzed with the survey responses of white-collar employees of these companies.

As is mentioned above, the study has worked on two different relationships, first between the dependent variable job satisfaction and the independent variable transformational leadership relationship analysis and then, to understand the power distance impact on this relationship. For transformational leadership, Bass's five dimensions questionnaire scale has been chosen and has been sent to the survey participants. However, the survey results have created only two dimensions with consolidating 14 questions after factor and reliability analysis of 20 questions. These two dimensions questions have been controlled and it has been understood that the survey participants have perceived the questions into two different parts, first is related to the people and individuals side, second, related to the organizational goals and targets. So instead of Bass's main five dimensions of transformational leadership, which are charisma, idealized effect, intellectual stimulation, individual interest, and motivation by suggestion, this study has worked with two sub-dimensions of transformational leadership and has been grouped as the goal-oriented and individual focus of transformational leadership.

Parallel with previous studies, transformational leadership and job satisfaction have a positive and significant relationship for this study for German and Turkish leaders and their followers in German MNCs Istanbul. Two sub-dimensions of transformational leadership are one by one also affects job satisfaction positively.

When power distance moderator impacts check on this positive relationship between job satisfaction and transformational leadership, it has been encountered with statistically non-correlated status and these hypotheses have been rejected for German MNCs both Turkish and German managers in Istanbul.

To understand the difference between Turkish and German leaders on job satisfaction, the nationality of the managers is asked in the demographic part of the questionnaire which was distributed to the participants of this research. When the analysis of the results for nationality and to see the national culture difference on job satisfaction, it is also been observed that there are no significant differences between Turkish and German leaders' effect on job satisfaction. To see the breakdown for German and Turkish leader's transformational leadership style effect on job satisfaction separately, regression analysis has been executed with nationality variable. It has been seen that transformational leadership & job satisfaction and individual focus relationship & job satisfaction relationships for the employees who work with German leaders had a higher impact than job satisfaction of the employees who work with Turkish leaders. Only goal-oriented transformational leadership and job satisfaction relationship in a higher way to employees who work with Turkish leaders. For this research group, this means that Turkish people feel more comfortable with Turkish leaders than German leaders to reach organizational targets. On the other hand, to set personal relationships with German leaders are more popular than with Turkish leaders for Turkish employees.

In sum, this study has shown the modern managerial style transformational leadership has been proper to the German multinational companies and affects this leadership style job satisfaction of the employees for these organizations positively. And goal-oriented characteristics of the leaders are a bit more weighted impact on job satisfaction comparing to individual properties as well.

3. Limitations and Recommendations

This study supported that one of the best practices for organizations to improve their employee's job satisfaction is to optimize cultural diversity and keep hiring leaders in transformational leadership style. It is proved with this study that transformational leadership qualifications such as charisma, idealized effect, individual interest, intellectual stimulation, and motivation by suggestion can improve the employees' job satisfaction together, the scales have been used for this analysis is belong to global and past however this study's sample group perception is changed transformational leadership

subdimensions into two groups as individual and organizational basically. In line with the aim of the research, to see the difference between German and Turkish leaders, the observations remained at low levels with %23.10 German leaders. Due to the Covid19 pandemic period, samples have been distributed to only six different German MNCs and it has been seen that these organizations have Turkish managers much more than German managers.

It is recommended that future studies may be done in various German companies more than the number six and with more samples from these German multinational companies. Only doing with employees of six German MNCs may limit the results in the market. Another recommendation is that studies may give higher results if the job satisfaction questionnaires may be performed to 360 degrees and to be analyzed in both ways, not only to employees themselves but also to managers of employees. Differences in job satisfaction can be more pronounced in this way. As another suggestion for further studies, this research can be used by combining other national culture studies and shared as an article.

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APPENDIX

Appendix: Survey form

Sayın Katılımcı,

Bu anket formu, “THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP AND JOB SATISFACTION IN MULTINATIONAL COMPANIES: THE ROLE OF POWER DISTANCE IN GERMAN & TURKISH NATIONAL CULTURES” konulu araştırmamın veri toplama aracı olarak dört bölümden oluşmaktadır. Birinci bölümde demografik özellikler, ikinci bölümde dönüşümcü liderlik davranışları, üçüncü bölümde ulusal kültürün güç mesafesi boyutu, dördüncü bölümde ise iş tatmini üzerine sorular yer almaktadır. Araştırmanın amacına ulaşması için anket sorularını samimiyetle cevaplamanız önem taşımaktadır. Vermiş olduğunuz cevaplar, sadece araştırmanın bilimsel amaçları doğrultusunda kullanılacak olup, hiçbir platformda paylaşılmayacaktır. Zaman ayırıp çalışmaya katıldığınız ve değerli katkılarınızı esirgemediğiniz için teşekkür ederim.

Sena Gölebakar

Marmara Üniversitesi - Sosyal Bilimler Enstitüsü - Yüksek Lisans Öğrencisi

Birinci bölümdeki 1-8. sorular kişisel bilgilerinize ilişkindir. Lütfen size uygun seçeneği işaretleyiniz.

1	Cinsiyetiniz	<input type="checkbox"/> Kadın <input type="checkbox"/> Erkek
2	Yaşınız	<input type="checkbox"/> 22 – 30 <input type="checkbox"/> 31 – 35 <input type="checkbox"/> 36 – 40 <input type="checkbox"/> 41 – 45 <input type="checkbox"/> 46 – 50 <input type="checkbox"/> 51 ve üstü
3	Öğrenim Durumunuz	<input type="checkbox"/> Ön lisans <input type="checkbox"/> Lisans <input type="checkbox"/> Lisans üstü ve üzeri
4	Medeni Durum	<input type="checkbox"/> Evli <input type="checkbox"/> Bekar
5	Mevcut şirketinizdeki çalışma süreniz?	<input type="checkbox"/> 1 yıldan az <input type="checkbox"/> 1 – 5 yıl <input type="checkbox"/> 6 – 10 yıl <input type="checkbox"/> 11 – 20 yıl <input type="checkbox"/> 21 yıl ve üzeri
6	Toplam çalışma süreniz	<input type="checkbox"/> 4 yıldan az <input type="checkbox"/> 4 – 7 yıl <input type="checkbox"/> 8 – 11 yıl <input type="checkbox"/> 12 yıl ve üzeri
7	Yöneticinizin Uyuğu	<input type="checkbox"/> T.C. <input type="checkbox"/> Diğer
8	İşletmenizin kuruluş yapısında ve örgütlenme biçiminde yabancı sermaye oranı ne kadardır? (%)	<input type="checkbox"/> 0-24 <input type="checkbox"/> 25-49 <input type="checkbox"/> 50-74 <input type="checkbox"/> 75-100

İkinci bölümdeki 9 - 28. sorular dönüşümcü liderlik davranışlarına ilişkindir. Lütfen mevcut yöneticinize en uygun seçeneği işaretleyiniz.		Hiç katılmıyorum	Katılmıyorum	Ne katılmıyorum ne katılmıyorum	Katılıyorum	Tamamen katılıyorum
9	Yöneticim; kendi için çok önemli olan değer ve inançlardan bahseder					
10	Yöneticim; güçlü bir amaca ulaşma anlayışına sahip olmanın önemini vurgular					
11	Yöneticim; kararların manevi ve etik sonuçlarını dikkate alır					
12	Yöneticim; ortak bir misyon duygusuna sahip olmanın önemini vurgular					
13	Yöneticim; onunla iş birliği içinde olduğum için beni över					
14	Yöneticim; ekibin yararına olacak şeyleri kendi çıkarlarından önde tutar					
15	Yöneticim; ona saygı gösterilmesini sağlayacak biçimde davranır					
16	Yöneticim; güvenli ve güçlü biri olduğunu gösterir					
17	Yöneticim; gelecek hakkında iyimser konuşmalar yapar					
18	Yöneticim; başarıya ulaşmak için güdüleyici konuşmalar yapar					
19	Yöneticim; kurum vizyonunu vurgular					
20	Yöneticim; amaçlara ulaşılacağına inandığını ve güvendiğini ifade eder.					
21	Yöneticim; kritik kararların uygunluğunu sorgulayarak yeniden gözden geçirir					
22	Yöneticim; problemleri çözmede farklı yaklaşımlar arar					
23	Yöneticim; benim problemlere birçok farklı açılardan bakmamı sağlar					
24	Yöneticim; bana görevlerimin nasıl tamamlayabileceğim konusunda yeni bakış açıları önerir					
25	Yöneticim; beni yetiştirmek ve yönlendirmek için zaman harcar					
26	Yöneticim; bana yalnızca ekibin bir üyesi olarak değil aynı zamanda birer birey olarak davranır					
27	Yöneticim; benim diğerlerinden farklı ihtiyaç, yetenek ve isteklere sahip olduğumu düşünür					
28	Yöneticim; güçlü yönlerimi geliştirebilmem için bana yardımcı olur					

Üçüncü bölümdeki 29 - 33. sorular ulusal kültürün güç mesafesi boyutuna ilişkindir. Lütfen mevcut yöneticinizle ilişkinizi düşünerek size uygun seçeneği işaretleyiniz.		Hiç katılmıyorum	Katılmıyorum	Ne katılmıyorum ne katılmıyorum	Katılıyorum	Tamamen katılıyorum
29	Daha üst pozisyondakiler kararlarının çoğunu daha alt kademedekilere danışmadan vermelidir.					
30	Daha üst pozisyondakiler, daha alt kademedekilere görüşlerini çok sık sormamalıdır.					
31	Daha üst pozisyondakiler, daha alt kademedekilerle sosyal etkileşimden kaçınmalıdır.					
32	Daha alt kademedekiler, üst kademedeki olanların kararlarıyla ters düşmemelidir.					
33	Daha üst pozisyondakiler, önemli görevleri daha düşük pozisyonlarda olan kişilere devretmemelidir.					

Dördüncü bölümdeki 34 - 38. sorular iş tatminine ilişkindir. Lütfen mevcut işinizi düşünerek size uygun seçeneği işaretleyiniz.		Hiç katılmıyorum	Katılmıyorum	Ne katılmıyorum ne katılmıyorum	Katılıyorum	Tamamen katılıyorum
34	Genel olarak işimden memnunum.					
35	Genel olarak işimi seviyorum.					
36	Çoğu zaman iyi bir işim olduğunu düşünüyorum.					
37	İşimden zevk alıyorum.					
38	İşime karşı ilgimi kaybediyorum.					