

# **“The effects of transformational and transactional leadership styles on employee motivation and job satisfaction during crisis periods in Turkey”**

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# Submission of Thesis and Dissertation

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**List of Abbreviations:**

**MLQ:** Multifactor Leadership Questionnaire

**MSQ:** Minnesota Satisfaction Questionnaire

**WEIMS:** Work Extrinsic and Intrinsic Motivation Scale

**TL\_mean:** mean of Transformational Leadership

**TR\_mean:** mean of Transactional Leadership

**MOT\_mean:** mean of Employee Motivation

**JS\_mean:** mean of Employee Job Satisfaction

**SPSS:** Statistical Package for the Social Sciences

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**Abstract:**

This study examined the effects of transformational and transactional leadership styles on employee motivation and job satisfaction during the economic crisis in Turkey. The research method employed was quantitative, and survey results were obtained with the participation of 178 participants. Analyses conducted in accordance with the survey results revealed that transformational leadership has a significant and positive impact on employee motivation and job satisfaction. Transactional leadership also has its effects. However, during times of crisis, transformational leadership stands out over transactional leadership. This is because the analysis revealed that transactional leadership has complex and neutral effects on employee motivation and job satisfaction. The majority of the 178 participants in the quantitative study were young employees, suggesting that young people embrace transformational leadership. The motivating and supportive aspects of transformational leadership were perceived as a leadership style that employees psychologically and socially preferred and were considered a factor influencing the results. The research results indicated that transformational leadership is crucial during times of crisis and contributes to increased employee engagement. It would be beneficial for organizations and leaders to adopt this approach, especially during times of crisis. This study makes a significant contribution to the literature by examining the impact of transformational and transactional leadership approaches on employee motivation and job satisfaction during economic crises.

## **Chapter 1: Introduction**

### **1.1. Background of Study**

The purpose of this dissertation is to investigate the impact of transactional and transformational leadership styles on employee motivation and job satisfaction during the economic challenges faced by Turkey. The scope of the study includes a broader perspective on the economic crisis in Turkey, determining the optimal leadership types for employees and companies, and their effects on employees' job satisfaction, productivity, and motivation. The crisis in Turkey stands out as the importance of the subject the study focuses on.

Turkey has been going through an economic crisis, and this has changed the views of employees and companies, and they have started to look for different analytical approaches. This uncertainty and crisis affecting small and big companies in Turkey has directly affected the employees in companies. This crisis process has created the risk of creating serious problems in terms of employee morale, workplace dynamics, employee satisfaction and productivity in companies (Alhempfi *et al.*, 2024; Markovits *et al.*, 2013; Zeytinoglu *et al.*, 2012; Çetin and Gallo, 2012). According to the World Bank (2024) the inflation rate of 72.3% in Turkey in 2022, the decrease in purchasing power and the psychological pressure employees feel due to financial situations are reducing their individual living standards and social rights. These reasons have negatively affected employees' productivity and morale. This effect on employees is not limited to affecting employees individually. The decrease in productivity of employees due to the reasons mentioned exposes public and private sector companies to negative effects of the economic crisis. In addition, due to increasing inflation, high interest rates and imbalances in foreign exchange rates, it has become very difficult for companies to make investments or benefit from credit opportunities (Markovits *et al.*, 2013).

In the economic crisis periods that Turkey is in, leadership not only organizes the administrative work of companies, but also becomes a tool for developments, guidance, guidance and psychological support regarding employees. The uncertainty in the economy, the problems that arise together with employees' job security and decreasing purchasing power increase the pressure on employees and reduce work efficiency. The concept of leadership can be a support element in crisis processes, transactional leadership and transformational leadership have a direct impact on both the individual and the functioning of institutions with their approaches to employees (Benson, 2021).

At this point, the concept of leadership ceases to be just a managerial mechanism and comes to the forefront as a balancing and rallying factor. Elements such as leadership styles, how the leader makes decisions, how they communicate, how much space they give employees and how they give feedback, have a direct impact on the capacity of employees to cope with crises (Onan *et al.*, 2025).

In the existing literature, the effects of leadership styles on employees have been evaluated from many different perspectives. For example, while transformational leadership is defined as a powerful tool in guiding employees in crisis periods with its visionary and motivating structure, transactional leadership is seen as an approach that progresses through specific rules, reward and punishment mechanisms and focuses on short term goals (Flynn, 2024).

Academic studies conducted in Turkey to understand the effects of leadership styles during crisis periods are quite limited. Most of the existing studies in this field only explain general leadership theories and do not focus enough on the effects of leadership styles on employees during crisis periods. Similarly, especially in countries like Turkey, where economic uncertainty is intense, comprehensive analyses of how individual factors such as employee motivation and job satisfaction is shaped by leadership are quite limited (Uysal, 2021).

The study conducted by Afolabi (2022) in Nigeria and focusing on the health sector is noteworthy. In Afolabi's research, the effects of autocratic, transformational and transactional leadership types on employee motivation were examined and it was concluded that transformational leadership had the highest impact. However, this research was conducted only in a specific hospital and was limited to a specific sector which is the health sector. In addition, the economic dynamics, socio-cultural structure and organizational climate of Nigeria, the country where the study was conducted, are quite different from Turkey. In this context, the importance of current research increases even more. In an environment like Turkey, where economic crises are constant and factors such as job security, inflation and foreign exchange fluctuations seriously affect employees, analysing the effects of leadership styles on employees will both fill an important gap in the academic literature and guide institutions, managers and human resources professionals in practice. This study aims to reveal which leadership styles are more effective during crisis periods by focusing on the experiences of employees in different sectors (Afolabi, 2022)

The aim of this study is to evaluate the impact of leadership on employees during crisis periods in Turkey in a multidimensional manner and to make suggestions supported by empirical data regarding this process. Finding an answer to the question of what kind of leadership is more effective during crisis periods is of great importance in terms of preparing for not only today but also possible future economic difficulties.

## **1.2. Research Objectives and Questions**

The main purpose of the research is to analyse the effects of transactional and transformational leadership styles on employee motivation and job satisfaction during economic crisis periods. Determining the positive or negative effects of these leadership styles on employees in a crisis environment both contributes to the leadership literature theoretically and gives companies an idea about how to manage human resources during crisis processes in practice.

**"What is the effect of transactional and transformational leadership styles on employees' motivation and job satisfaction during economic crisis periods in Turkey?"**

To provide a more comprehensive answer to this main question, the following sub research questions:

- How does transformational leadership affect employee motivation and job satisfaction during economic crisis periods?
- What are the effects of transactional leadership style on employee motivation and job satisfaction?

## **1.3. Context of This Study**

The economic crises Turkey has been going through in recent years have affected the business world and employees seriously. In crisis periods, the leadership role in employee motivation and job satisfaction becomes even more important (Vinh *et al.*, 2022; Yukl and Gardner, 2020; Avolio and Bass, 1995).

This study aims to contribute to the literature by examining thoroughly the effects of transactional and transformational leadership styles on employees in crisis environment in Turkey both theoretically and practically. It also aims to offer practical solutions for leaders in business world during crisis periods.

Finding leadership approaches that will increase and improve employee motivation especially in crisis times is a key to the sustainability of companies. Therefore, this study

can shed light on leadership practices in both the private and public sector (Alhempí *et al.*, 2024).

Therefore, this study not only contributes to the academia; it also aims to guide decision makers in the business world to develop more conscious and effective management models during crisis times.

#### **1.4. Methodology**

In this study, quantitative methods were used to understand the effects of leadership styles on employees during the economic crisis in Turkey. Quantitative methods allow for the numeric analysis of the opinions of employees on issues such as motivation and job satisfaction. In this context, the survey method was chosen to collect data from many participants and to statistically evaluate the effects of leadership styles (Mejmou, 2022).

The study targeted 178 employees from different sectors in Turkey, and the age range of the participants was determined as 18-80. Care was taken to diversify the sample by selecting employees from different positions and sectors such as production, service, public and private sectors. Anonymity and voluntary participation of the participants were ensured; the data collection process was done via an online survey.

The main reason for choosing the quantitative approach was to get generalizable and objective answers to the research questions. In the quantitative data analysis, the effects of the transactional and transformational leadership styles on employees were analysed in detail using Statistical Package for the Social Sciences (SPSS) software.

The survey includes standard and valid scales that measure leadership styles, employee motivation and job satisfaction. The data were analysed with correlation and regression analyses; the effects of transactional and transformational leadership styles were compared.

Besides quantitative method, leadership and crisis management theories in the literature were examined in detail and synthesized in the context of existing studies and the economic crisis in Turkey.

This method of the research aims to provide meaningful contributions to the field of leadership and employee relations in crisis periods in Turkey by presenting strong and objective findings on the subject.



## **1.5. Overview of the structure**

### **1.5.1. Chapter 1**

This section gives general information about the effects of economic crises in Turkey on employees and businesses. Leadership styles during the crisis period and objectives of this study are introduced to the reader.

### **1.5.2. Chapter 2**

According to the research questions, previous studies on leadership, crisis management and employee motivation are reviewed. This section presents the theoretical background and literature review.

### **1.5.3. Chapter 3**

The methodology of the study is explained in this section. Quantitative data collection methods, sample selection, surveys used, and data analysis techniques are given.

### **1.5.4. Chapter 4**

Results of the data are presented in this section. Findings obtained to answer the research questions are discussed in detail.

### **1.5.5. Chapter 5**

In this section, findings are discussed where the research results are given. Findings are compared with the literature and reliability of the study is evaluated.

### **1.5.6. Chapter 6**

In the last section, general results of the study are summarized and suggestions for leadership in crisis are given. Contributions and limitations of the study are discussed here.

## **Chapter 2: Literature Review**

### **2.1. Introduction**

The main purpose of the literature review is to strengthen the infrastructure by examining the past research and analyses on which the study is based. To detail and examine the areas of the problem that the study focuses on and to show with the data which gap the study aims to fill in the literature. In this way, it will be possible to present the importance and justification of the field research in the following sections in a more understandable way.

The historical development of the concept of leadership will be discussed in detail in the Literature Review section of the study. In addition, the theoretical foundations of leadership and its importance for today's organizations will be emphasized. The characteristics of transactional and transformational leadership approaches and the basic differences between the two different leadership styles will be explained. In addition, studies and analyses on leadership in the literature will be included. In connection with the subject of the study, detailed information will be provided about the economic crises that Turkey has experienced from the past to the present, and various current arguments will be evaluated comprehensively to understand the crisis. The effects of leadership on employees during economic crisis periods will be examined under the headings of motivation and job satisfaction. Finally, a summary of the literature review and the research gap will be stated.

### **2.2. Leadership**

#### **2.2.1. Historical Background and Perspectives**

Throughout human history, humans have been defined as social creatures that have lived in communities. Individuals have needed the help of other people or individuals to achieve or more easily achieve their goals in meeting their basic living needs. The formation of communities arose from such reasons. People first achieved their needs such as nutrition, shelter and protection more easily by establishing communities. Although everyone has a unique structure within themselves, the need to come together and act as a group for common goals such as the reasons listed has become inevitable. For these communities to progress and develop in a purposeful manner, it is inevitable for them to act together and work as a team. For these activities to be regular and sustainable, the concept of 'leader' was needed. Leadership is a concept that plays a leading role in communities achieving their common goals and supports group members to work as a team. The leader is a concept that directs people who have come together in line with their goals, keeps them under influence and ensures that they act together (Landis *et al.*, 2014).

### **2.2.2. The Diversity and Complexity of Leadership Definitions**

Many studies have been conducted on leadership to date. Especially the studies conducted after the 20th century have attracted attention with their depth. The general focus of the studies is on how the concepts of leadership and leader affect groups and communities and how the leadership types determined by this have effects (Northouse, 2016; Silva, 2016; Bass and Bass 2008; Burns, 1979). Many different definitions have been made for leadership during these studies. There are at least 650 different definitions of leadership in today's literature and this number continues to increase. Silva (2016) supported this definition and stated that there are approximately 1,400 different definitions for leader or leadership words, drawing attention to the diversity of different definitions. Although the exact numbers are not clearly known, the striking point is that there is no clear consensus on the concept of leadership. According to Nguyen and Haar (2024), the reason why there is no single and clear definition of leadership is that the correct definition of leadership changes depending on the interest of the researchers and the problem or situation addressed. According to Recigno *et al.* (2024), since leadership is a concept used in almost every sector and field in the world, definitions vary according to variable factors. In this case, it is not possible to make a single definition of leadership. For these reasons, many different perspectives have been studied on the concept of leadership.

### **2.2.3. The Evolution of Leadership Concept**

The definition of leadership, which dates to ancient centuries, was initially seen as a personal characteristic, and it was stated that those who were individually virtuous and cared about people should be in the position of leader. Plato, one of the most important names in philosophy, stated that leadership comes from wisdom (Northouse, 2016; Bass and Bass, 2008)

After the definition of leadership was seen as a personal characteristic for a long time, a new perspective was approached after the 1950s and it was suggested that leadership is a concept that affects the activities of a group to determine goals and achieve these goals. Leadership is an interpersonal influence exercised through communication in specific situations with one or more specific ends as objectives. The leadership style, the methods of decision making and communication, the degree of given to the employees, and the kind of feedback provided to employees affect their ability to face crises (Rachman 2021; Yukl and Gardner, 2020). Pennington, (2024) also drew attention to the element of influence in leadership and argued that leadership requires the use of power to influence the thoughts and behaviours of others.

The definition of leadership has changed over the years and has been addressed from different perspectives. Today's leadership definitions are defined as people mobilizing their followers to achieve goals that they have created independently or mutually by using economic, political or similar power and values (Reid and Dold, 2018). According to Poetz and Volmer (2024), leadership is defined as a dynamic combination of behaviours that change in the same individual on different days. With the existence of these variable behaviours, attention has been drawn to different types of leadership.

#### **2.2.4. Summary and Implications**

As a result, although the definition of leadership has been defined in different ways until today, because of the definitions made, it has transformed from a personal characteristic to a multifaceted structure with social and organizational aspects and has reached the present day. The fact that the definitions are different is evidence that the concept of leadership has a dynamic structure and varies according to the conditions of the period. Although a lot of research has been done on leadership due to the variable structure, it is very important to update and address it up to date. While the concept of leadership meets the needs and goals of the communities in an appropriate way, it has a supporting role in this way, and today it does not only have this aspect, but has developed and updated its own structure with features such as influencing, transforming and creating a sustainable cooperation. For these reasons, leadership continues to be one of the building blocks in the formation of communities from the past to the present and in their progress towards the goal (Troy *et al.*, 2021; Silva, 2016; Landis *et al.*, 2014).

### **2.3. The Strategic Importance of Leadership in Business**

#### **2.3.1. The Role of Leadership in Modern Business Environments**

It is clearly seen that different leadership definitions that have existed from the past to the present are a concept that has always been in life. Today, the impact of leadership, which is one of the indispensable terms of the business world, is quite high. In these periods when competition is intense according to the market regions in which companies are located, employees need leadership factors to progress efficiently and motivated for sustainable and permanent success. The economic waves, crises, and political disruptions experienced in the business world and countries have increased the value of leadership. For these reasons, leadership in today's business world is not just about directing a group or a person. It plays a key role in areas such as decision-making mechanisms, strategy determination, change and development of companies (Georgescu, 2023; Erkutlu, 2008). The most common problems

companies face in modern business environments are low employee motivation and job dissatisfaction, lack of direction and lack of guidance in the face of constantly changing targets (Guo and Chelliah, 2024; Yukl and Gardner, 2020; Rast et al., 2018; Northouse, 2016; Silva, 2016). In such cases, an approach that only fulfils administrative tasks and manages the process technically is insufficient; more inclusive leadership characteristics that also address the expectations and emotional needs of employees are needed. Problems such as many employees not realizing their own potential or alienation from their work can be minimized with a correct leadership approach (Guo and Chelliah, 2024).

### **2.3.2. The Impact of Leadership on Employee Motivation and Organizational Success**

In some cases, employees know what to do but cannot figure out in which direction they should move. At this point, the existence of a structure that provides employees with clear goals, distributes tasks and determines the rules of the job is important (Northouse, 2016; Bass and Bass, 2008; Yukl and Gardner, 2020). In addition, employees' ability to focus not only on results but also on the process, their intrinsic motivation and their feeling that their work serves a purpose are among the elements that increase productivity (Deci and Ryan, 2000). This two-way leadership approach aims to both organize the organizational side of the job and strengthen employee loyalty by taking the human factor into account (Ferhani, 2025; Thomas *et al.*, 2005).

A well-structured leadership approach guides employees to achieve success while encouraging their personal development (Northouse, 2016; Bass and Bass, 2008; Avolio and Bass, 1995). A work environment where goals are clear, a fair system exists and emotional support increases both the performance of employees and their commitment to the organization. In today's business world, leaders who can establish this balance directly affect not only their teams but also the long-term success of the company (Wasaraka and Gunawan, 2024).

### **2.3.3. Summary and Implications**

As a result, the importance of certain leadership characteristics stands out in solving many problems encountered in the business world. Clear direction, systematic operation, the existence of a reward-punishment balance, and a leadership approach that inspires, motivates and contributes to the development of employees offer the most appropriate solutions for today's needs (Yukl and Gardner, 2020; Northouse, 2016; Bass and Bass, 2008). According to Avolio and Bass (1995), the two most effective leadership approaches that integrate these characteristics are transactional and transformational leadership, which will be discussed in the next section. These two types of leadership, with their structures that respond to the basic needs in the business world, are also the main focus of the study.

## **2.4. Transformational and Transactional Leadership**

### **2.4.1. Leadership Styles**

Leadership styles are an approach that emphasizes the ways a leader influences, motivates and directs those he or she leads. In the literature, leadership is classified as authoritarian, democratic and laissez-faire leadership styles, which are the cornerstones of classical and leadership styles (Flynn, 2024; Nyguyen and Haar, 2024).

One of the reasons why these three classical and basic leadership styles stand out is that Kurt Lewin, a prominent name in the field of social psychology, has conducted experimental studies on these three leadership styles for a long time (Flynn, 2024). In particular, the basic findings of Lewin's experiment in 1938 were a pioneering step in the development of leadership styles. The effects of different leadership types on 11 boys who participated in Lewin's experiment were evaluated and because of a long-term observation, three basic leadership styles were defined. In Lewin's experiment, the participants who were approached with the authoritarian leadership style concentrated the decision-making mechanism in a single person and it was observed that other group members did not have a sense of decision-making or initiative (Grunberg 2024; Billig, 2015). Control, punishment and orders generally came to the fore in this leadership style. In the democratic leadership style, instead of a single person, more than one group member supported the decision-making process compared to authoritarian leadership, and sharing of responsibilities was essential (Flynn, 2024; Billig, 2015). In this way, consensus was considered important and the process continued. The last leadership style in Lewin's experiment, the Laissez-faire leadership style, had a different effect on the participants. In this style, the leader chose to stay in the background and manage by creating an environment where the group members could be completely free and comfortable (Flynn, 2024; Grunberg, 2024; Billig, 2015).

The leadership styles used and analysed in this experiment were observed to affect group morale, productivity and intra-group conflicts. While the group managed with authoritarian leadership increased productivity in the short term, conflicts arose in the long term between group members and leader-follower relationships. In democratic leadership, group loyalty and satisfaction were higher, but productivity was defined as lower in the short term. In the Laissez-faire leadership style, the majority of the group members deviated from their purpose and created undisciplined and irregular work (Flynn, 2024; Grunberg, 2024; Billig, 2015). This classification by Lewin has shed light on today's leadership styles.

However, with the changing workforce, employee expectations, business dynamics and environmental factors, classical leadership theories have become inadequate and modern

leadership approaches have been needed. One of the modern leadership styles, the transactional leadership style, is included in the literature as a type of leadership that is structured and results-oriented towards changing leadership-follower relationships (Alrabadi *et al.*, 2023).

#### **2.4.2. Transactional Leadership**

Transactional leadership is simply the way a leader in a community manages his followers based on a reward and punishment system (Biscontini, 2024). There is an exchange at the core of the steps taken by leaders towards the determined task and goal. In the transactional style, the leader clearly explains the behaviours they expect and should show from their employees, defines the performances and tasks they expect from their employees. In this process, the leader gets the chance to monitor the performances and work styles of their employees and includes their employees in the punishment and reward system accordingly. While material or symbolic symbols of success are usually given in cases of success, failure or negative results have consequences such as negative feedback or the restriction of some rights for the employee. The dimension of punishment usually varies according to the community and the work environment (Biscontini, 2024).

In the transactional leadership style, there are the concepts of conditional reward and active management in the approach of leaders (Willis *et al.*, 2017). In the concept of conditional reward, some responsibilities required to earn the reward must be fulfilled. If employees complete the tasks requested by their leaders, leaders offer appreciative rewards to their employees because of the successful performance shown. These rewards include factors such as promotion, raise, bonus, appreciation or additional rights. In the active management concept, employees' working style and performance are monitored and any situation that does not go according to plan or a potential error is directly intervened. In this way, leaders aim to solve the problem directly without wasting time. However, in cases where active management cannot always be applied, passive management comes into play. In this management, leaders only intervene in serious problems that occur (Huang *et al.*, 2021; Willis *et al.*, 2017).

The main purpose of the transactional style is for employees to fulfil the assigned tasks in a stable and orderly manner and for the organization to show stable performance. In this way, it is aimed to establish a regular and stable performance working order.

### **2.4.3. Transformational Leadership**

According to Azizah *et al.* (2025) transformational leadership style addresses modern management style and organizational success in a different way. This leadership style was first researched by James MacGregor Burns (1979) and studies were carried out with Bass and Bass (2008). Bass and Bass (2008) revealed the differences between transactional and transformational leadership types and contributed to Burns's first approaches. According to Burns' (1979) perspective, transformational style is based on the leader and followers supporting each other. Leaders and followers manage processes by positively influencing each other's motivations. Leaders who adopt the transformational approach stand out with their broad visions and strong personality traits. With the vision and developments, they impart to their followers, they aim to contribute to the development of the people they work with and to achieve organizational or group goals (Azizah *et al.*, 2025; Reid and Dold, 2018; Erkutlu, 2008).

As outlined by Moparthi and Kopparthi (2025), the transformational approach consists of four subheadings. These headings are classified as

- Idealized influence
- Motivation by suggestion
- Intellectual Stimulation
- Individual Support.

Idealized influence is the leader creating a vision and mission together with lower-level employees. Inspirational motivation is the leader creating a strong sense of common purpose with lower-level employees by using simple emotional elements. Intellectual stimulation indicates cognitive development, rationality and being careful in problem solving. Individual support is the training of lower-level employees and their ability to create a vision (Moparthi and Kopparthi, 2025).

### **2.4.4. Comparison between Transformational and Transactional Leadership**

Transactional and transformational leadership styles come to the forefront in different situations for organizations and leaders. Although both types of leadership have different aspects. In both leadership styles, leaders aim to achieve the goals set for the organization by leaving different effects on employees. While the transformational style aims to inspire and motivate employees to progress in a way, the transactional style aims to contribute to the structuring of the company by ensuring that employee performance becomes sustainable with discipline and clear expectations.



Northouse (2016) states that claims that one leadership style is inherently superior to the other or will necessarily yield more positive results are unrealistic and cannot be substantiated by thorough analysis. Both leadership styles have their own advantages and disadvantages. These advantages and disadvantages vary depending on the environment and situation in which the leadership styles will be applied. For this reason, understanding the basic differences between the two leadership styles and deciding on the leadership style that can be applied according to different situations is very important for organizations (Burns, 1979).

The table below explains and summarizes the basic differences between the transactional and transformational leadership styles as follows.

<b>Criterion</b>	<b>Transactional Leadership</b>	<b>Transformational Leadership</b>
<b>Focus</b>	Performance Stability	Change and Innovation
<b>Motivation Type</b>	Rewards and Penalties	Inspiration and Personal Growth
<b>Leader-Follower Relationship</b>	Clear Expectations and Contractual Obligations	Trust, Respect, and Shared Purpose
<b>Change Orientation</b>	Emphasizes maintaining established processes and routines	Encourages Organizational Transformation and Adaptation
<b>Employee Development</b>	Monitoring and Reinforcing Performance	Empowering and Developing Employees
<b>Feedback Style</b>	Corrective Feedback	Supportive, Developmental Feedback
<b>Applicability</b>	Stable Environments	Dynamic Environments
<b>Time Dimension</b>	Short-term	Long-term

*Table 1: The difference between transformational and transactional leadership styles (Azizah et al., 2025; Willis et al., 2017; Bass and Bass, 2008; Avolio and Bass, 1995, Burns, 1979)*

## **2.5. Crisis and Crisis in Turkey**

### **2.5.1. What is the Concept of Crisis?**

Today, the concept of crisis is defined as the disruption of an orderly and sustainable environment due to different and unexpected reasons. It is defined as unexpected developments that prevent or disrupt the work of an institution or organization towards its goals. Factors such as developments in social factors, regulations made in the law or in the political field, and global changes are risky factors for the formation of a crisis. Economic and financial situations are among the main reasons for the concept of crisis. Economic and financial situations cause factors such as instability, uncertainty or high stress for the organization and employees (Hutson and Johnson, 2016; Li *et al.*, 2025).

According to the literature, the definition of crisis is not only negative. It has been stated that crisis situations are structures that can turn into an unexpected potential opportunity for companies. The literature has covered the impact of Covid-19, which has been experienced especially in recent years, on different sectors quite extensively. According to Katamadze and Tsiklashvili (2023), the restrictions and limitations made during Covid-19 have seriously affected consumption and production. However, many organizations have aimed to turn the crisis in the sector into an advantage for themselves with their works such as e-commerce and innovation during this critical process (Sinha, 2023; Edmondson and Matthews 2022).

While companies with the right management and sufficient conditions are successful in turning crisis situations into opportunities, non-profit, voluntary organizations or smaller companies called the third sector have been devastatingly affected by crisis periods. In such cases, the importance of the right management and the right leadership steps is extremely great (Nwagbara *et al.*, 2024).

It is a fact that the crisis negatively affects the unexpected and ongoing functioning. However, it is possible to get out of this crisis management advantageously with the right management and steps. Leaders in organizations come to the fore in managing this process. With the right leadership approaches, it is possible to minimize the potential negativities that employees or followers may be affected.

## **2.5.2. Economic Crisis in Turkey**

### **2.5.2.1. Major Economic Crises in Turkey**

Economic crisis means a sudden and drastic change in a country's macroeconomic variables. Macroeconomics is a branch of science that examines large-scale variables of the economy such as unemployment, inflation, and deflation (Popescu, 2013). When Turkey's macroeconomic variables are examined, it is possible to say that there have been striking economic crises and financial fluctuations, especially in the last 30 years. The economic crisis and financial fluctuations have exposed Turkey to permanent effects on economic growth and labour force (Zeytinoglu *et al.*, 2012; Çetin and Gallo, 2012). The first of the crises mentioned was a crisis in 1994 regarding external borrowing. The increase in external borrowing in Turkey, the sudden changes in the exchange rate, and the increase in the determined interest rates dealt a serious blow to the economy. Social effects were observed throughout the crisis process. During this period, the economic crisis pressures were felt by the public and employees with factors such as increasing unemployment and disruptions in the activities of public sectors. Another crisis that stands out in the literature after the 1994 crisis occurred in 2001. The crisis in 2001 was related to the fragility and corruption in the banking sector, a crisis that remained under political influences and caused the GDP to shrink by 5.7%. In addition, the increasing unemployment during this period brought about the effects of employee motivation and loss of job security. The reflection of the financial crisis that affected the world in 2008 was felt in many sectors in Turkey. The increasing unemployment after each passing crisis started to negatively affect employee psychology, stress and MOT. In addition, employees who received low wages started to feel economically weak (Goujon, 2018; Aydın, 2013, Ucan and Aktakaş, 2012; Uygur, 2010).

As a result of these crises, the problems that Turkey has recently faced such as the increase in inflation, the decrease in purchasing power, the change in the exchange rate, the depreciation of the Turkish lira against the dollar and euro, and unemployment have increased and reached the present day.

### 2.5.2.2. Long- Term Economic Effects

According to the European Central Bank (2025) data, while €1 was equal to 1.6 Turkish lira in 2006, this rate lost more than 22 times its value in 2025, reaching a point where €1 was equal to 36.09 Turkish lira. This dramatic and serious difference has not only affected Turkey's foreign and domestic trade policies but has also caused negative effects on the salaries and purchasing power of employees in Turkey.



Figure 1: Depreciation of Turkish lira Against Euro Between 2006–2025 (European Central Bank, 2025)

Unemployment, another result of past and present crises in Turkey, has become a serious problem for employees and the public. According to MacroTrends (2025) data, the increase in unemployment rates in Turkey, especially during the crisis years, is remarkable. In 2021, the unemployment rate in Turkey rose to 11.97%, reaching the highest unemployment level in the last 20 years. High unemployment rates have brought about problems such as motivation and psychological stress for employees, those in the job search process, and the young population (Aşçi and Öz, 2019).

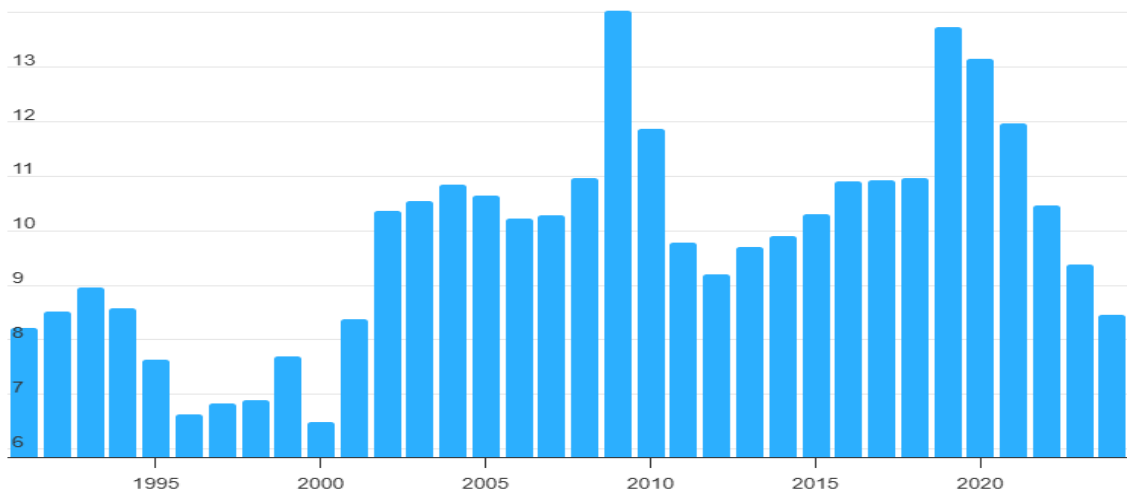
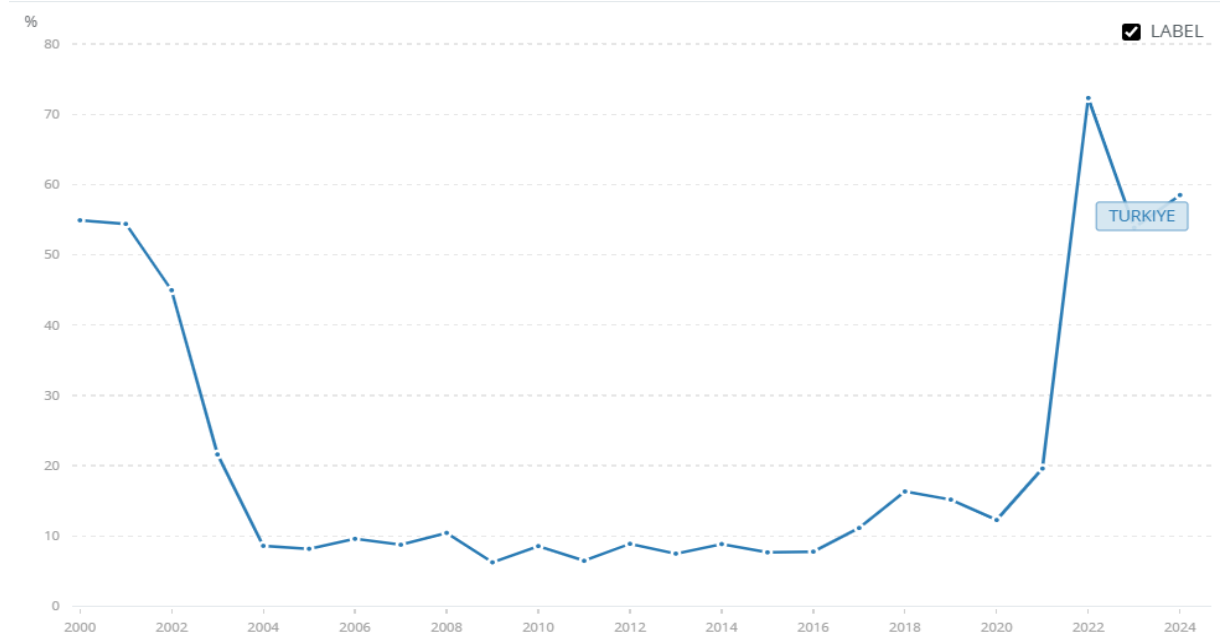


Figure 2: Unemployment Rates in Turkey (MacroTrends, 2025)

Another factor to be examined to see the results of the crisis in Turkey more clearly is inflation. Inflation is the increase in the money required to meet expenses in countries in general. It means the increase in prices and price fluctuations (Salem Press Encyclopedia, 2024). According to the World Bank (2025) data, although inflation in Turkey returned to normal levels after 2003, it increased again in 2020 and seriously affected purchasing power. In 2022, inflation in Turkey reached a record level of 72.3%. In 2025, inflation decreased to



35.9.

Figure 3: Turkey's Inflation Rate (2000-2024) (World Bank, 2025)

In order to better understand the value of the changes in purchasing power in Turkey, it is necessary to analyse the euro equivalent of the minimum wage level in Turkey. According to the table created, it is seen that the minimum wage in Turkey has increased every year in the last 5 years. This may seem like an indicator of increasing purchasing power at first. However, if we take inflation values into account, it is seen that the increase in real wages is not high. Although the minimum wage in Turkey has increased by about 10 times in the last five years, inflation rates have reached very high levels in the same period. For this reason, the increase in real wage calculated according to inflation has been limited and insufficient and purchasing power has decreased. As a result, this table is an indicator that while employees in Turkey experience an increase in their salaries, their purchasing power has decreased due to high inflation and their economic freedom has weakened (European Central Bank, 2025; Verginet, 2025).

Years	Minimum Wage (TL)	Inflation (%)	Inflation Index	Reel Wage (TL)	Exchange Rate (1€=TL)	Real Wage (€)
2025	22.104,67	35,90	135,9	16.262,12	45,578	356,7975778
2024	17.002,12	58,50	158,5	10.726,57	35,1129	305,4880115
2023	11.402,32	53,90	153,9	7.406,80	30,35	244,0461285
2022	5.500,35	72,30	172,3	3.192,46	18,04	176,9656319
2021	2.557,59	19,60	119,6	2.138,56	20,04	106,7145709
2020	2.103,98	12,30	100	2.103,98	9,83	214,0366226

Table 2: Turkey Minimum Wage and Euro Exchange Rates (2020-2025) (Author's own creation)

### 2.5.2.3. Socioeconomic Impact on Employees

Aydın (2013) has stated that the reason Turkey is impacted by the long-term effects of these crises and the reduction in purchasing power is that Turkey lacks any potential preparations. Thus, lack of preparation converts the outcomes from the crisis into significant and long-term problems. Especially during the crisis periods, situations like job termination of employees, late/missed salary payments or reduced salary payments have fatigued the psychological resistance of employees. Employees had to deal with problems such as exhaustion, fatigue and stress during the crisis periods. This situation has affected the performance and order of work of organizations. Banegas *et al.* (2022), have looked at the crisis periods in the socio-economic way. They have analysed that crises are not only a factor which effects the macroeconomic conditions of countries but also impacts the daily lives of employees and job satisfaction.

## 2.6. Conclusion

In conclusion, the economic crises experienced in Turkey in the last 30 years do not only have effects on macroeconomic variables. These economic uncertainties and fluctuations cause great pressure on employees. Factors such as high inflation, increasing unemployment, decreasing purchasing power and the depreciation of the Turkish lira against the Euro have not only weakened the material well-being of employees. Stress and depression have negatively affected the motivation and job satisfaction of employees. In this crisis, it is of great importance for organizations to manage their employees correctly. As a result, it is observed that the socioeconomic effects of the crises experienced, Turkey's unpreparedness for crisis situations, and the negative effects on the livelihoods and psychological resilience of employees have become widespread and permanent (Aydın, 2013). Transactional and transformational leadership styles have a potential effect on issues such as maintaining employee motivation and increasing job satisfaction (Bass and Bass, 2008). For this reason, the effects of these leadership styles on employee motivation and job satisfaction should be examined.

## **2.7. The Impact of Leadership on Employees**

Leadership is a concept that affects employees in organizations in various ways. There are many methods that can be effective on employees with leadership types. This study examines the effects of transactional and transformational leadership types on employees. This review analyses the effects on employees' motivation and job satisfaction in detail (Ferhani, 2025; Guo and Chelliah, 2024; Georgescu, 2023).

### **2.7.1. The Impact of Transactional Leadership on Employee Motivation and Job Satisfaction**

The terms of employee motivation and job satisfaction are two important concepts for the success of organizations and the comfort of employees. Employee motivation is related to the internal and external peace and comfort of employees in the organization (Bass and Bass, 2008; Deci and Ryan, 2000; Avolio and Bass, 1995). It is a factor that affects the intensity and efficiency of employees' work towards company goals and responsibilities. Motivated employees have the potential to work in a more balanced way emotionally and logically (Bass and Bass, 2008; Deci and Ryan, 2000; Avolio and Bass, 1995). Job satisfaction is defined as the emotional state of employees related to their professional responsibilities and work style (Northouse, 2016; Bass and Bass, 2008; Deci and Ryan, 2000). It is a concept that determines the well-being and satisfaction of the individual in their workplace. It is very important for an organization to progress these two factors in a sustainable and positive way. When employees are motivated and their job satisfaction is high, they have the potential to increase productivity and the satisfaction of the organization's customers. Employee motivation and job satisfaction are critically important in today's organizations, as they play a role in factors such as productivity, employee loyalty to the company and sustainable success (Shujuan, 2025; Tobór-Osadnik and Osadnik, 2025; Abdi and Hashi, 2024; Lama *et al.*, 2024).

Transactional leadership is a type of leadership that implements a reward and punishment system between the leader and the follower. The reward and punishment system that forms the basis of this type of leadership is extremely valuable in terms of employee motivation and job satisfaction. In this type of leadership, the leader examines the performance of the employees and makes decisions in accordance with the results. Employees affected by this situation tend to keep their motivation at a high level because they want to avoid punishment when there is a tempting reward (Yukl and Gardner, 2020; Bass and Bass., 2008; Avolio and Bass 1995).

Leaders clearly define the duties and responsibilities for their employees, and leaders reward their employees when the tasks are completed successfully. The reward and punishment mechanism are a strong factor when evaluated in terms of motivation and job satisfaction. It has been observed that employees perform their responsibilities and tasks more devotedly and efficiently to have tempting rewards or to avoid possible sanctions. According to the studies in the literature, transactional leadership has been found to have positive effects on employees' motivation and job satisfaction (Yukl and Gardner, 2020; Bass and Bass 2008; Avolio and Bass 1995).

It is clearly seen in the studies conducted by Siregar *et al.* (2024) that in the banking sector where transactional leadership is applied, the job satisfaction and contentment of employees have been positively affected (Shujuan 2025; Biscontini, 2024; Lama *et al.*, 2024; Huang *et al.*, 2021; Willis *et al.*, 2017).

These results and pieces of research in the literature intend to increase motivation and bolster job satisfaction by emphasizing transactional leadership, specifically for structured goals and standards. Employees can create a stronger sense of responsibility and commitment towards their responsibilities when they are in a work environment that does fairly evaluate their performance, recognize their successes, and have clear corrections in of their mistakes.

### **2.7.2. The Impact of Transformational Leadership on Employee Motivation and Job Satisfaction**

Transformational leadership style is a type of leadership that prioritizes the development of employees, their commitment to the organization, and their motivation while completing their duties and responsibilities. Leaders who adopt this leadership style aim to motivate their employees by giving them a different perspective and to increase their job satisfaction. During this period, employees get the opportunity to develop themselves and receive the inspiration and factors necessary for their development from their leaders (Azizah *et al.*, 2025; Moparthi and Kopparthi, 2025).

Transformational leadership contributes to the intrinsic motivation of employees. Instead of seeing their duties as a responsibility they must fulfil, employees see them as an area and a tool where they can develop themselves and add value. In the studies that leaders progress with this leadership style, opportunities such as increasing the quality of motivation and gaining a sense of belonging to the company have been obtained (Shujuan, 2025; Lama *et al.*, 2024).



## **2.8. Summary and Research Gap**

This part of the study looks at leadership theories, transactional and transformational leadership styles, and the impact of these leadership styles on employee motivation and job satisfaction. It was observed that the thirty years of economic crises in Turkey had an adverse effect of material welfare and psychological resilience of employees by bringing factors such as major inflation and rising unemployment.

In the literature related to these constructs it was noted that transformational is overall beneficial, while transactional produces goal-oriented results. However, none of the studies have measured these constructs in long-term crisis conditions like Turkey has suffered. Most of the previous studies have examined these constructs in stable economic environment contexts that are mostly developed countries.

This research seeks to fill this important gap in the literature, by revealing the effect of transactional and transformational leadership on employee motivation and job satisfaction in periods of economic crisis in Turkey. In this way the research seeks to make a contribution to the literature on the topic and identify usable leadership styles in times of crises.

### **Chapter 3: Research Questions**

The research questions, which are the basic and most important elements of research methods, are of great importance in determining the research method (Saunders et al., 2019). When designing the structure of the research, it should be selected in a way that is appropriate to answer the research questions and will achieve the research objectives.

The research aims to answer the following research questions:

**RQ1:** What is the employees' perspective for transformational leadership during the economic crisis period in Turkey?

**RQ2:** To what extent does the economic crisis affect the employees' motivation and job satisfaction of employees in Turkey?

**RQ3:** How do employees in Turkey perceive transformational and transactional leadership styles?

**RQ4:** What are the effects of transactional and transformational leadership styles on employee motivation and job satisfaction?

**RQ5:** In what way do the demographic characteristics of the participants shape the perceptions of transformational and transactional leadership?

## **Chapter 4: Methodology**

### **4.1. Introduction**

The methodology section of the study will discuss the methods, approaches, and philosophy of the research to be used in examining the effects of transactional and transformational leadership styles on employee motivation and job satisfaction during the economic crisis in Turkey. The methodology section defines the research questions and hypotheses. It will highlight the data collection approaches and methods used in the study and highlight the process of obtaining the data. Lastly, it highlights ethical considerations and limitations of the study.

### **4.2. Objective of the Research**

The purpose of this research is to detail and examine the effects of transactional and transformational leadership types on employee motivation and job satisfaction during the economic crisis period in Turkey, which is one of the gaps in the literature. It aims to draw attention to the effects of different leadership approaches on employees affected by the economic crisis.

The aims of the research include measuring the motivational changes and job satisfaction levels that the participants face during the economic crisis periods and determining how leadership types shape this situation.

The hypotheses regarding the objectives of the research are stated below.

**H1:** Due to the economic crisis, employees have a positive view of the transformational leadership style.

**H2:** The economic crisis negatively affects employees' motivation and job satisfaction

**H3:** Employees in Turkey think that the transformational leadership style is positive and transactional leadership is negative

**H4:** Both leadership styles positively affect job satisfaction and motivation

**H5:** Younger employees support the transformational leadership style.

### 4.3. Research Framework

The research framework was designed according to Saunders *et al.*'s (2019) 'Research Onion' model. According to this model, the positivism philosophical approach was selected among the philosophical approaches in the first layer. It is possible to examine objective and measurable variables with the positivism approach. With positivism, which is an approach aimed at the purpose of the research, it is possible to evaluate factors such as employees' leadership perceptions, job satisfaction and motivation. Positivism offers the opportunity to evaluate the social and economic factors contained in the content of the research question with scientific methods. With this approach, it is possible to reach objective results with statistical analyses of the quantitative data to be collected during the research process (Saunders *et al.*, 2019).

When the research progresses in accordance with the purpose, the abductive approach method was adopted for the research among the research approaches in the second layer according to Saunders *et al.*'s (2019) model. This method can be seen as a common approach of inductive and deductive approaches (Keenan, 2024; Chaturvedi, 2023; Saunders *et al.*, 2019). According to this approach, it involves the formation of new research questions or hypotheses together with the information obtained from the existing literature. The interpretation and analysis of the new research questions or hypotheses formed together with the data are within the scope of this method (Saunders *et al.*, 2019).

The survey method was selected among the data collection methods in the third layer of Research Onion (Saunders *et al.*, 2019). The main reasons for using this method are the wide participation group covered by the research and the aim of objective results with quantitative data. The survey method is an effective and appropriate method for the analysis and evaluation of the questions that the study aims to answer (Saunders *et al.*, 2019).

Only the quantitative data collection method was used with surveys within the scope of the research. The data collection process was carried out once and covered a certain time. The survey results and statistical data obtained were evaluated with analysis methods (Saunders *et al.*, 2019).

An example of the research framework used, inspired by Saunders *et al.*'s Research Onion model, is shown below.

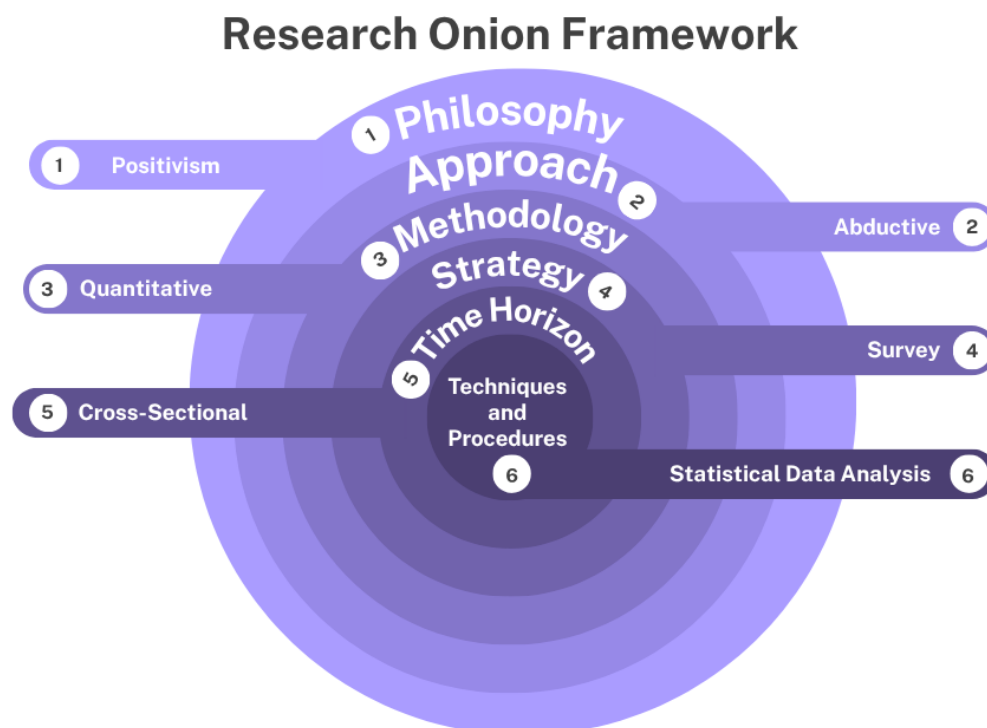


Figure 4: Research Onion Framework (Author's own creation)

#### 4.4. Research Philosophy

According to Saunders *et al.* (2019), the philosophical approach determined in the research process constitutes the methodological basis of the research, determines the basic approaches of the study and forms the basis for the interpretation of the collected data. Saunders *et al.* (2019) have three different research philosophies for researchers in their 'Research Onion' model. These philosophies include positivism, interpretivism and pragmatism. Each philosophy offers different perspectives to researchers. It is not correct to say that one philosophy is superior to the other. Each philosophy has advantages and disadvantages according to the research subjects and researchers (Keenan, 2024; Chaturvedi, 2023; Saunders *et al.*, 2019).

Saunders *et al.* (2019) emphasize the aim of positivism to reach objective judgments and to reach generalizable results using quantitative data. Positivism assumes that social reality is objective, measurable and independent of the researcher. With these aspects of positivism, it contributes to the results of the quantitative method used in this study. Another contribution of positivism to the study is the perspective that social reality is objective and can be measured

with scientific methods, which is one of the views it defends. The results of the analyses made thanks to the social reality and variables within the scope of the study are an objective scale according to the philosophy of positivism. (Keenan, 2024; Chaturvedi, 2023; Saunders *et al.*, 2019).

In the study, it was chosen as an appropriate philosophical approach to quantitatively measure the effects of transactional and transformational leadership styles on the motivation and job satisfaction of employees during the economic crisis periods in Turkey and to reach objectivity of the research questions on the subject. The effects of the economic crisis in Turkey on employees and the changes in motivation and job satisfaction were examined and the philosophy of positivism was chosen to establish the cause and effect relationship on this subject.

As a result, the positivism approach determined within the scope of this study is suitable for the nature of the research, the analysis of quantitative data and the scope of the research questions and makes it possible to reach objective results.

#### **4.5. Research Methodology Approach**

In this study, hypotheses are created for various effects of transactional and transformational leadership styles, which have been analysed in detail and comprehensively in the literature, and these hypotheses are analysed through a survey. The hypotheses in question aim to evaluate the effects of transactional and transformational leadership styles on employee motivation and job satisfaction during economic crisis periods in Turkey. To proceed in accordance with this purpose, it is very important to determine the methodological approach of the study. According to Saunders *et al.* (2019), the methodological approach refers to the approach used to answer the questions in the research and evaluate the hypotheses with data.

According to Saunders *et al.* (2019), there are three methodological approaches determined for researchers in the literature. The first of these methodological approaches is the deductive approach. This approach is a data collection method based on the theories and hypotheses found in the literature. It aims to measure testing hypotheses produced based on theories and present them to the reader. Another methodological approach stated by Saunders *et al.* (2019) is the inductive approach. This approach contributes to the formation of new hypotheses and theories with the results of the data. The last approach, the abductive approach, is a combination of deductive and inductive approaches. The method used in this approach both develops theory

and explains existing theories (Keenan, 2024; Chaturvedi, 2023; Saunders *et al.*, 2019). The approach used in this study is the abductive approach. This dissertation adopts an abductive research approach, as it is more suitable for the reasons outlined below (Keenan, 2024; Chaturvedi, 2023; Saunders *et al.*, 2019).

The abductive approach addresses the subject to be researched theoretically and connects it with the data. Within this framework, the existing theories in the literature are evaluated and, when necessary, it offers the opportunity to produce new hypotheses and research questions. Although there are quite detailed studies in the literature on transactional and transformational leadership types, there is no study that examines the economic crisis in Turkey and combines leadership types with employee motivation and job satisfaction. In other words, what makes this study special, and original is the examination of the effects of leadership styles on employees during the economic crisis in Turkey. The research examined transactional and transformational leadership types in economic crisis conditions and evaluate their effects. For these reasons, the study used the existing literature and aimed to develop new theories. (Keenan, 2024; Chaturvedi, 2023; Saunders *et al.*, 2019).

As a result, the main reason for choosing the abductive approach for this study is that the study addresses the existing information in the literature from different perspectives with its original contribution. Thus, because of examining these detailed analyses with quantitative data, it was decided to use the abductive method by combining both deductive and inductive methods.

#### **4.6. Data Collection Approach**

This dissertation used a quantitative method for the subject of the research and answering the research questions. According to Curwin and Slater (2004), quantitative methods analyse the questions aimed at the research together with numerical data. Quantitative methods stand out in the measurability of the collection of targeted information in the research and in presenting it in a numerical-based way (Saunders *et al.*, 2019).

According to Saunders *et al.* (2019), data collection with quantitative methods is used to test the hypotheses in the studies and to analyse the contexts with numerical data. The mentioned features of quantitative methods are directly related to this study. This study, which examines the effects of transactional and transformational leadership types on the motivation

and job satisfaction of employees, aimed to reach the purpose of the research with large participant groups and to reach accurate and rapid results (Hartlep, 2010).

It allows faster collection and analysis with statistical data compared to qualitative methods given with a survey study. In addition, the fact that the quantitative method is more practical than qualitative methods in terms of time, cost and accessibility has been one of the factors that determined the preference (Saunders *et al.*, 2019; Hartlep, 2010)

Another advantage of the survey method for this study was that the data obtained from the survey results had an objective judgment and could be analysed and interpreted. In this way, the research had moved away from subjective judgments and towards taking clear steps towards reaching a general result (Hartlep, 2010).

#### **4.7. Data Collection Methods**

The data collection method is a section that explains the steps involved in gathering data and introduces the reader to the survey method used in this study (Saunders *et al.*, 2019). A quantitative data collection method was used to collect data in this study. The quantitative data collection method was conducted via a survey, which could be accessed online through the Google Forms platform. One of the reasons for conducting the survey using Google Forms was to reach a wide range of participants in a short time and at low cost. The survey method was chosen as the most appropriate method for these purposes (Saunders *et al.*, 2019; Hartlep, 2010; Tourangeau and Yan, 2007).

Furthermore, according to Tourangeau and Yan (2007) and Czaja and Blair, (1996), the ability to access the surveys online and the anonymous participation of participants in the study is a key factor for this thesis. When examining the effects of leadership styles on employee motivation and job satisfaction, anonymity allows participants to provide more candid and realistic responses. Studies by Wright (2005) and Joinson (1999) have indicated that conducting surveys online using platforms such as Google Forms is a reliable and widespread data collection tool for addressing confidentiality and social issues. This method allows participants to access the surveys securely, ensuring anonymity and transparency in answering questions.

The scales used in the preparation of the survey used in this thesis were prepared using previously developed, previously used, and reliable question sets from the literature. Three scales were used in the preparation of the survey questions: the Multifactor Leadership



Questionnaire (MLQ), the Minnesota Satisfaction Questionnaire (MSQ), and the Work Extrinsic and Intrinsic Motivation Scale (WEIMS). The selection of these scales was based on the purpose of the thesis. The Multifactor Leadership Questionnaire, which has been used in previous studies and has a proven reliability, is a reliable and valid scale that examines and analyses the effects of leadership styles, as used and detailed in the studies of Romero *et al.* (2023), Batista-Foguet *et al.* (2021), and Stone (1992). The MLQ scale focuses specifically on the effects of transformational leadership, transactional leadership, and passive leadership styles on employees. Examples of these studies include the studies conducted by Batista-Foguet *et al.* (2021), Melean Romero *et al.* (2023), and Stone (1992).

One of the studies using the MLQ scale in the literature belongs to Batista-Foguet *et al.* (2021). In their study, Batista-Foguet *et al.* (2021) examined and analysed the effects of transactional and transformational leadership styles on employees in the public and private sectors in Ecuador. In this study, he evaluated Batista's analyses, which used the MSQ scale. Another example in the literature belongs to Melean Romero *et al.* (2023). Melean Romero *et al.* (2023) stated that the MLQ is the most widely used measurement tool for transformational leadership and applied three different leadership styles to three hundred participants in the United States. They prepared their survey online, ensuring ease of access. Stone (1992) analysed the measurement of transformational leadership in educational institutions in their study using the MLQ scale. In conclusion, the MLQ is a reliable measurement tool that has been used in the literature for a long time. The MLQ method was deemed appropriate to use in this thesis to analyse the effects of leadership styles on employees.

The measurement and analysis of the effects of leadership styles make a significant contribution to the thesis. However, for a more in-depth analysis of the study and a more effective survey questionnaire, the Minnesota Satisfaction Questionnaire (MSQ) should be used. According to Ghomali *et al.* (2025), the purpose of the MSQ is to measure employees' job satisfaction. The MSQ is a reliable and valid tool that has been supported by numerous studies (Gholami *et al.*, 2025). In the studies of Ghomali *et al.* (2025), Triarchi *et al.* (2023), and Al Maqdam *et al.* (2025), the MSQ assesses employee motivation from various perspectives. The MSQ, particularly used in the healthcare and private sectors, has been used to assess employees' job satisfaction based on intrinsic and extrinsic factors. These features made the MSQ an appropriate method for assessing job satisfaction for this thesis.

Another measure used in the preparation of the survey questions to measure employee motivation, one of the focal points of this thesis, is the Work Extrinsic and Intrinsic Motivation Scale (WEIMS). The WEIMS is a reliable and valid tool used to measure and evaluate

employees' intrinsic and extrinsic motivation. This scale examines in detail variables related to employee motivation, such as performance and commitment (Bortnowska and Seiler, 2024; Kotera *et al.*, 2024; Tremblay *et al.*, 2010). The WEIMS is a scale used in different sectors and cultures. For example, in a study conducted by Kotera *et al.* (2024), the WEIMS scale was used in Japan to measure participants' psychological states. With these features, the WEIMS is a scale that can contribute to this thesis and was selected as an appropriate method for use.

The survey, prepared according to these scales, was designed to measure the effects of leadership styles on employee motivation and job satisfaction. The survey questions consist of four main sections. As suggested by Saunders *et al.* (2019), the survey questions proceed in a specific purpose and order. The survey, consisting of four main sections, contains 33 questions. The first section (Questions 1-5) includes questions about the demographic characteristics of the participants. The remaining questions were inspired by three different criteria. The second section (Questions 6-17) includes 12 questions from the MLQ, a measure used to assess leadership styles. The third section (Questions 18-25) of the survey includes eight questions modelled after the MSQ measure used to assess employee job satisfaction. The final and fourth sections (Questions 26-33) of the survey include eight questions inspired by the WEIMS measure for analysing employee motivation.

Participants responded to all questions in the survey using a Likert-type scale ranging from 1 (Strongly disagree) to 5 (Strongly agree). The purpose of this scale is to enable analysis with quantitative data (Saunders *et al.*, 2019).

The cover letter explaining the purpose of the survey and the reason for its implementation was included in the survey. It was stated that participation in the survey was voluntary and that participants could have access to the survey if they consent (See Appendix B).

Before the final version of the survey was sent to all participants, a pilot study was conducted with a small group within the target audience. Participants in the pilot study consisted of two people and various questions regarding the survey were asked. These questions addressed the survey's meaning, adequacy, duration, question order, technical issues, and areas for improvement. Based on participant feedback, existing spelling errors and minor revisions were made. Furthermore, a change was deemed appropriate in the third section of the survey, including one question from among those designed to assess employee motivation. The original question, "4- I like to be recognized for my work achievement," was deemed confusing and inadequate. Following this feedback, the question was changed to "4- Being recognized for my

work achievements motivates me." This change made the question more directly relevant to the thesis topic.

The feedback received from participants at the end of the pilot study was very positive. Following the revisions, the survey was ready for general distribution.

#### **4.8. Sample Section**

According to Saunders *et al.* (2019), sample selection plays a critical role in determining the target population for researchers. This factor, which directly affects the reliability and validity of the data obtained in the study, is divided into two categories: probability and non-probability (Saunders *et al.*, 2019).

According to and Saunders *et al.* (2019), in the probability method, each participant has an equal chance of being selected, but it is predetermined. Researchers often use this method if they aim to generalize their studies. In another method, non-probability, equality is not an issue. This sample selection method is widely used in studies where access is limited and equality cannot be achieved (Saunders *et al.*, 2019).

In this thesis, the non-probability method was chosen. The main reasons for choosing this method were time and access difficulties. While distributing and disseminating the survey designed for this study in Turkey to all working people would have equalized participation opportunities, it would have been quite challenging in terms of time, logistics, and finances. Therefore, easy accessibility of participants was crucial for the study. For these reasons, the non-probability method was chosen.

The sample included everyone working in Turkey and over the age of 18. Participants could be from different sectors and hold different positions. Participants were easily accessible individuals, such as those within the researcher's social circle, various university groups, and past work connections. This sample encompassed different age groups, education levels, sectors, and positions.

According to the literature, the non-probability method is one of the most preferred methods for quantitative research (Lehdonvirta *et al.*, 2021). By using the specified sample and including a diverse range of participants, an analysis focused on the purpose of the study was conducted.

#### **4.9. Data Presentation and Analysis**

The data obtained in this study was quantitative and was analysed using the Statistical Package for the Social Sciences (SPSS) program. The SPSS program used was Version 30. Because this thesis collected data via a survey, it required numerical analysis. In this case, SPSS, used by most researchers conducting quantitative research, was chosen (Bryman, and Bell, 2015).

The data presentation includes visual aids such as graphs and tables to ensure readers can understand the analyses in a clear manner. Interpreting and explaining the graphs and tables will add clarity to the study. This will enable the detailed analysis section of the study to be conveyed to the reader in a descriptive manner (Divecha *et al.*, 2023).

#### **4.10. Ethical Considerations**

This thesis was conducted in full compliance with the research ethics rules established by the National College of Ireland, with the correct application of ethical principles. Saunders *et al.* (2019) defined research ethics as encompassing factors such as honesty, transparency, and respect for participants in all aspects of the study. Based on this definition found in the literature, this thesis prioritized the safety of and respect for participants participating in the survey (MacArthur *et al.*, 2025).

The survey was designed in accordance with ethical rules. A cover letter informing participants was included in the survey. The cover letter stated the purpose of the survey, its duration, that participation was voluntary, that no personal information would be collected, and that the data obtained would be used solely for academic purposes. Participants' access to the survey by confirming this information was another factor demonstrating trustworthiness and respect for participants.

#### **4.11. Limitations**

The survey method used in this study has some limitations in data collection. Firstly, the research topic targets individuals over the age of 18 working in Turkey. The survey was distributed to the target audience online. According to Couper (2000), it is unlikely that participants in online surveys will carefully answer every question. Highlighting the distractibility inherent in online surveys, Couper (2000) notes that sincerity and attention are not always consistent when answering online surveys. This may lead to situations where some participants may respond without reading the questions.

Furthermore, due to time and cost constraints, the survey could not be distributed equally to employees across a vast geographic area such as Turkey. Another factor affecting these limitations is the researcher's social and professional networks, which, while a key factor in disseminating the survey, also served as a constraint. The limited nature of this social network and its limited reach limited the research's reach beyond the existing audience.

#### **4.12. Conclusion**

Consequently, the methodology section of the study describes the methods, approaches, criteria, and limitations employed to investigate and analyse the effects of transactional and transformational leadership styles on employee motivation and job satisfaction during economic crises in Turkey. The study employed quantitative methods and conducted a survey of all employees over the age of 18 in Turkey. These surveys were distributed to the target audience as online surveys. This thesis examined and analysed the impact of leadership influences on employees in a different way and aimed to present the obtained data to the reader in an understandable and clear manner.

## **Chapter 5: Findings and Analysis**

### **5.1. Introduction**

The findings and analysis section of this study presents the results and analyses of the quantitative research. The analysis of the quantitative research results began with the demographic characteristics of the participants. Following the assessment of demographic information, the next step was to analyse the effects of transactional and transformational leadership styles on job satisfaction and employee motivation. These analyses were conducted using Cronbach's Alpha, Descriptive Statistics, Correlation Analysis, Multiple Regression, and Collinearity Diagnostics.

As a result of the data cleaning performed before the analysis, the responses of one participant were excluded from the analysis. The survey method was used to collect the quantitative data. A total of 178 participants participated in the survey. Additionally, to facilitate analyses conducted in SPSS, each survey question and participant responses were coded.

### **5.2. Demographic Information**

Understanding and examining in detail the demographic information of the 178 participants participating in the quantitative study is a crucial step in the study. According to Saunders et al. (2019), analysing and collecting demographic information is critical to the value of the study and the generalizability of the findings. The quantitative study was conducted by dividing demographic information into various and distinct areas, such as participants' age, gender, education level, sectors of employment, and positions. This diversity was intended to allow for the study to be interpreted with depth and generalizability in the analyses conducted with different participant profiles. The demographic characteristics of the participants accessed in the quantitative study were supported by frequency analyses and graphical presentations using SPSS.

### 5.2.1. Age Range of Participants

Participants in the quantitative study covered a wide age range, from a minimum of 18 to a maximum of 79 years. Participants' ages were categorized using SPSS. The categorized ages revealed a distinct age distribution.

The diverse ages of the participants, with the highest number of participants being between the ages of 26-35, indicate that this study focuses on the age group of actively working individuals and their understanding of leadership.

Age Category	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
18-25	36	20,2	20,2	20,2
26-35	41	23,0	23,0	43,3
36-45	33	18,5	18,5	61,8
46-55	37	20,8	20,8	82,6
55+	31	17,4	17,4	100,0
<b>TOTAL</b>	<b>178</b>	<b>100,0</b>	<b>100,0</b>	

Table 3: Age Category Table (Author's own creation)

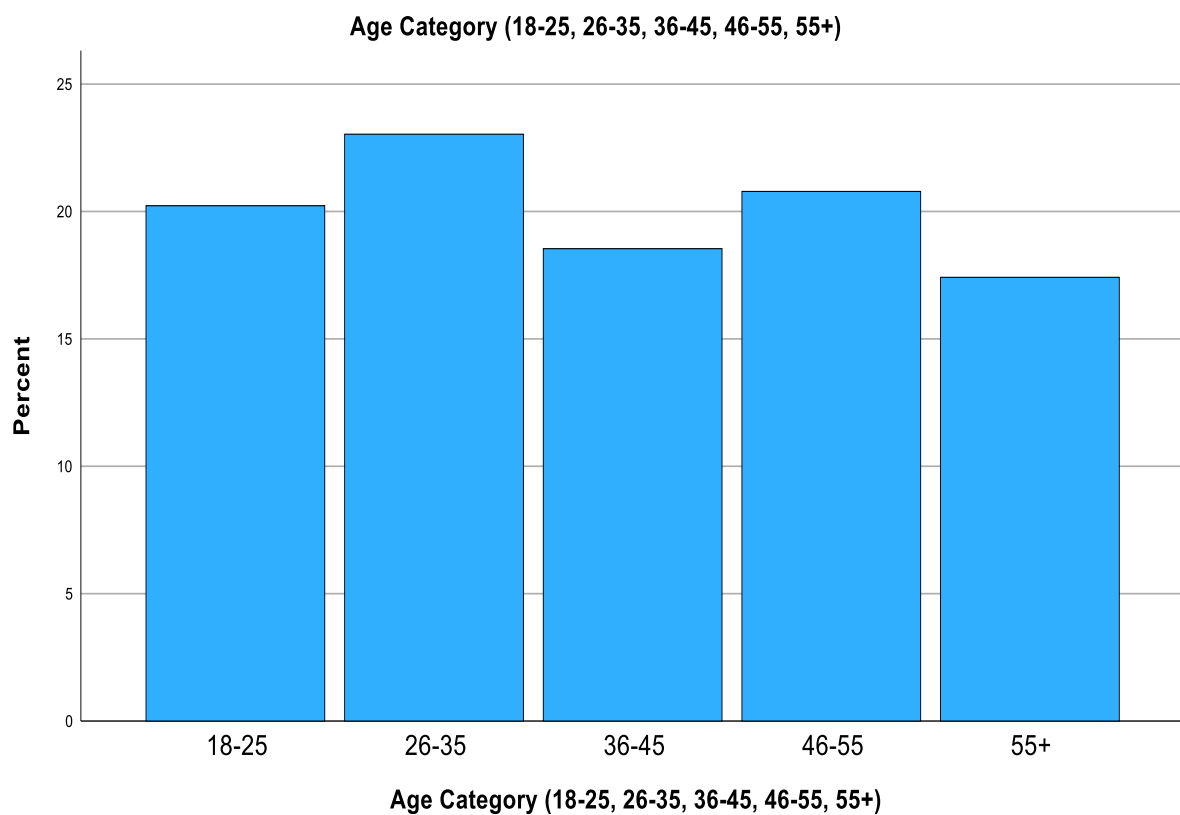


Figure 5: Age Category (Author's own creation)

### 5.2.2. Gender Distribution of Participants

The second question in the survey regarding participant demographics indicates gender distribution. An examination of the gender of the 178 participants in this quantitative study reveals that 145 were male and 31 were female. The other two participants preferred not to share their gender information and responded, "prefer not to say." Male participants comprised 81.5% of the quantitative study, while female participants comprised 17.4%. The remaining 1.1% belonged to participants who did not want to share their gender information. Because the majority of participants were male, the analyses conducted revealed a predominance of male participants' opinions. One of the reasons for the pressure exerted by male participants in this sample can be explained by the Role Congruity Theory developed by Eagly and Karau (2002). According to this theory, there are differences in male and female leaders and leadership styles in societies. The high percentage of male participants in the study inevitably impacts the analysis results.

<b>Gender</b>	<b>Frequency</b>	<b>Percent (%)</b>	<b>Valid Percent (%)</b>	<b>Cumulative Percent (%)</b>
Male	145	81,5	81,5	81,5
Female	31	17,4	17,4	98,9
Prefer not to say	2	1,1	1,1	100,0
<b>TOTAL</b>	<b>178</b>	<b>100,0</b>	<b>100,0</b>	

*Table 4: Gender Table (Author's own creation)*

### 5.2.3. Education Level of Participants

Demographic data regarding participants' educational levels indicate that the majority of those participating in the quantitative study had completed bachelor's degrees. The 104 participants



with bachelor's degrees accounted for 58.4% of the quantitative study. Higher education levels influence factors such as job demands, satisfaction, and resources (Solomon *et al.*, 2022; Thomas *et al.*, 2005). The fact that a significant majority of the quantitative study participants had bachelor's and master's degrees suggests that they possessed the skills to understand and interpret the conceptual factors, such as employee motivation and job satisfaction, that the study focused on.

<b>Highest Education Level</b>	<b>Frequency</b>	<b>Percent (%)</b>	<b>Valid Percent (%)</b>	<b>Cumulative Percent (%)</b>
No formal education	2	1,1	1,1	1,1
High School	17	9,6	9,6	10,7
Associate degree	25	14,2	14,0	24,7
Bachelor's Degree	104	58,4	58,4	83,1
Master's Degree	27	15,2	15,2	98,3
Doctorate	3	1,7	1,7	100,0
<b>TOTAL</b>	<b>178</b>	<b>100,0</b>	<b>100,0</b>	

Table 5: Education Level Table (Author's own creation)

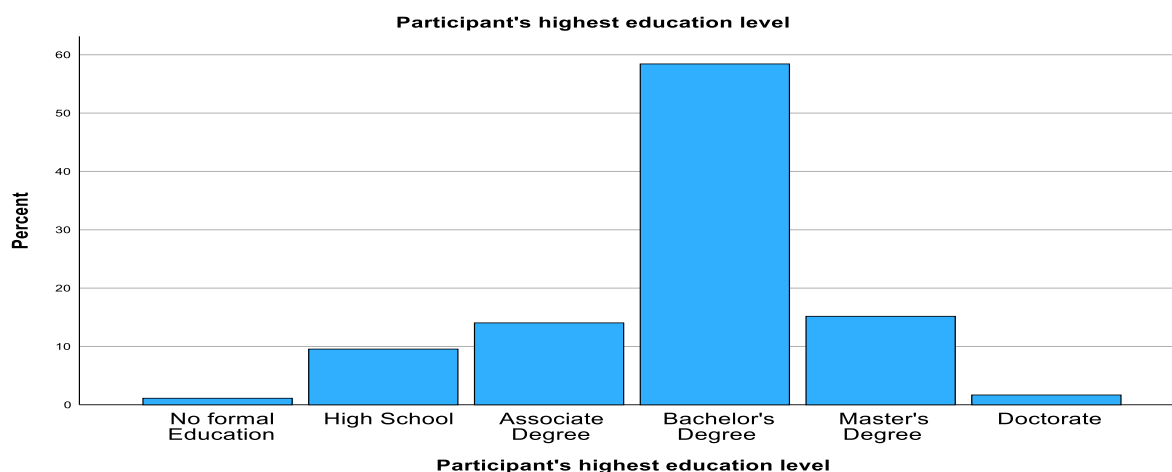


Figure 6: Education Level (Author's own creation)

#### 5.2.4. Sectors Where Participants Work

The sectors of the participants participating in the quantitative study were examined. According to the survey data, 55 participants work in the healthcare sector. This figure constitutes 30.9%

of the participants, with the healthcare sector providing the highest participation rate. Following the healthcare sector, engineering and manufacturing sectors followed with 16.9% and 11.8%, respectively. The participants' sectors were categorized into twelve different categories. The inclusion of participants from various sectors significantly contributed to the study's broader perspective in examining and analysing the effects of leadership on employees (Judge and Bretz, 1992; Fried and Ferris, 1987).

<b>Current Employment Sector</b>	<b>Frequency</b>	<b>Percent (%)</b>	<b>Valid Percent (%)</b>	<b>Cumulative Percent (%)</b>
Manufacturing	21	11,8	11,8	11,8
Engineering	30	16,9	16,9	28,7
Healthcare	55	30,9	30,9	59,6
Law	7	3,9	3,9	63,5
IT	7	3,9	3,9	63,5
Education	14	7,9	7,9	75,3
Service	12	6,7	6,7	82,0
Finance	3	1,7	1,7	83,7
Construction	3	1,7	1,7	85,4
Agriculture	3	1,7	1,7	87,1
Hospitality	3	1,7	1,7	88,8
Others	20	11,2	11,2	100,0
<b>TOTAL</b>	<b>178</b>	<b>100,0</b>	<b>100,0</b>	

Table 6: Sector Table (Author's own creation)

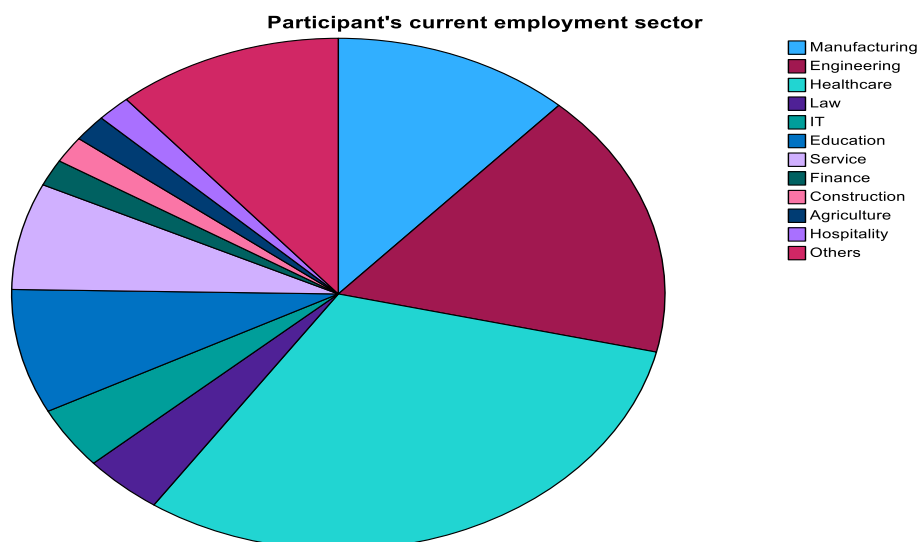


Figure 7: Participant's Sector (Author's own creation)

### 5.2.5. Participants' Job Positions

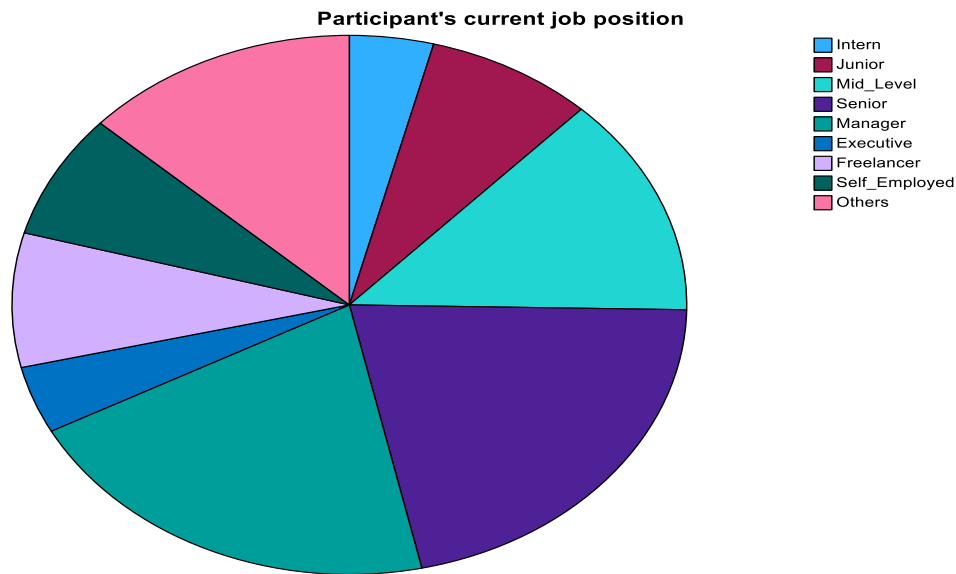
In the quantitative study, 178 participants were evaluated. Four participants did not complete this section. However, their answers were excluded from the analysis because they were suitable

for other sections. Data analysis using SPSS indicated a "missing" finding. According to Saunders *et al.* (2019), interpreting the findings in this manner is ethical and appropriate.

20.8% of the participants in the quantitative study were senior, and a very similar percentage, 20.2%, were in managerial positions. The fact that managers and senior participants constituted 41% of the quantitative employee population is significant for the study. Furthermore, the diversity of positions is supported by research in the literature. Judge and Bretz (1992) found a direct link between employees' work motivation and their job positions in their study. The study, which indicates that employees' job positions and job satisfaction increase at the right rate, supports the fact that the quantitative study establishes a meaningful context.

<b>Current Job Position</b>	<b>Frequency</b>	<b>Percent (%)</b>	<b>Valid Percent (%)</b>	<b>Cumulative Percent (%)</b>
Intern	7	3,9	4,0	4,0
Junior	14	7,9	8,0	12,1
Mid-Level	23	12,9	13,2	25,3
Senior	37	20,8	21,3	46,6
Manager	36	20,2	20,7	67,2
Executive	7	3,9	4,0	71,3
Freelancer	14	7,9	8,0	79,3
Self-Employed	13	7,3	7,5	86,8
Others	23	12,9	13,2	100,0
<b>Total (Valid)</b>	<b>174</b>	<b>97,8</b>	<b>100,0</b>	
<b>Missing (System)</b>	<b>4</b>	<b>2,2</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>178</b>	<b>100,0</b>		

*Table 7: Job Position Table (Author's own creation)*



*Figure 8: Job Position (Author's own creation)*

### 5.3. Data Analysis

#### 5.3.1. Cronbach's Alpha

According to Sheposh (2024), Cronbach's alpha coefficients are one of the important methods used to measure the reliability of a study. This method, used by Cronbach in 1951, is one of the most common methods used for scale reliability by statisticians and researchers today (Sheposh, 2024; Kumar, 2024). According to this method, the alpha value used is a value that indicates and measures the consistency of the scales used in the study. The alpha value ranges from 0 to 1. According to Sheposh (2024) and Kumar (2024), consistency is excellent when the alpha value is 0.90 and above, good consistency is indicated at values between 0.89 and 0.8, and acceptable consistency is indicated at values between 0.79 and 0.70.

Cronbach's alpha values were calculated in SPSS for the scales used in this thesis. The results of these calculations are presented in the table below.

Variable	Measurement Scale	<b>Cronbach's Alpha</b>
Transformational Leadership	MLQ- Multifactor Leadership Questionnaire	<b>0,916</b>
Transactional Leadership	MLQ- Multifactor Leadership Questionnaire	<b>0,857</b>
Job Satisfaction	MSQ-Minnesota Satisfaction Questionnaire	<b>0,842</b>
Employee Motivation	WEIMS-Work Extrinsic and Intrinsic Motivation Scale	<b>0,916</b>

*Table 8: Cronbach's Alpha (Author's own creation)*

As can be seen, the calculated Cronbach's Alpha values are above 0.70. According to Sheposh (2024) and Kumar (2024), these values indicate that the study has a very good level of consistency and reliable data sources. Therefore, other analyses suitable for the purpose of the thesis can be examined using these data.

### 5.3.2 Descriptive Statistics

Descriptive statistics are important for understanding the diversity and variability of a quantitative study by examining the details and participants' responses (Wienclaw, 2024). It allows for the measurement of general trends by examining participants' responses, including standard deviation and mean (Wienclaw, 2024).

The results for descriptive statistics, based on studies conducted in SPSS, are presented below:

<b>Variable</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Standard Deviation</b>
<b>Transformational Leadership (TL_mean)</b>	178	1,00	5,00	3,31	1,03
<b>Transactional Leadership (TR_mean)</b>	178	1,00	5,00	3,56	0,86
<b>Job Satisfaction (JS_mean)</b>	178	1,00	5,00	3,25	0,81
<b>Employee Motivation (MOT_mean)</b>	178	1,00	5,00	4,29	0,68

*Table 9: Descriptive Statistics Table (Author's own creation)*

Based on the analysis results conducted in SPSS, details of the key variables included in the quantitative study are presented. These statistics include the means, standard deviations, and minimum and maximum values of the participant responses. "N" represents the total number of participants, which is 178.

The analysis results can be analysed based on the values. For employee motivation, the mean of the participant responses was calculated as 4.29. This indicates that employees are highly motivated for their jobs. The low standard deviation indicates that these responses are similar, indicating high employee motivation.

The standard deviation and mean values calculated for job satisfaction were 0.81 and 3.25, respectively. As can be understood from the value of 3.25, it is observed that employees' job satisfaction is not very high. The standard deviation of 0.81 indicates that the participants' views on this issue are largely similar and consistent.

The standard deviation and mean values calculated for the transactional leadership style were 0.86 and 3.56, respectively. Participants generally viewed processes such as rewards, supervision, and testing within the transactional leadership style positively. The low standard deviation indicates that, while there are differences in employee perspectives on this leadership style, the opinions of a large group of participants are similar.

The standard deviation calculated for the transformational leadership style is 1.03, as shown in the table. Among the calculated variables, the transformational leadership type, which achieved the highest standard deviation, demonstrates significant differences among participants' responses. Participants' perspectives on transformational leadership were more negative than those on transactional leadership. According to the participants' responses, transformational leadership ranged from neutral to positive.

### **5.3.3. Correlation Analysis**

Correlation Analysis is an analysis performed to determine the relationships between the variables in a thesis. The Pearson Correlation Coefficient included in this analysis examined the effects of the participants' responses on each other. The Pearson Correlation Coefficient ( $r$ ) takes a value between -1 and +1. As the Pearson correlation coefficient between variables approaches +1, it indicates a near-perfect positive linear relationship. In this case, the variables have a directly proportional relationship. As the coefficient approaches -1, it indicates a near-perfect negative relationship. There is an inverse relationship between the variables. If the coefficient is 0, it means that there is no relationship between the variables (Liu *et al.*, 2025; Zhang *et al.*, 2021). Consequently, when the coefficient approaches -1 or +1, it indicates a strong connection between the variables. When the coefficient approaches zero, it indicates a weak connection (Wang, 2024; Cohen *et al.*, 2013). Wang (2024) explains this situation as follows. Wang (2024) states that when the absolute value of the Pearson Correlation Coefficient ( $r$ ) is between 0 and 0.3, the connection is weak; between 0.3 and 0.5, the connection is moderate; between 0.5 and 0.7, the connection is strong; and finally, if Coefficient ( $r$ ) is 0.7 and above, the connection is very strong.

The results of the SPSS Correlation Analysis performed in this thesis are given in the table below:

<b>Variables</b>	<b>Transformational Leadership (TL_mean)</b>	<b>Transactional Leadership (TR_mean)</b>	<b>Job Satisfaction (JS_mean)</b>	<b>Employee Motivation (MOT_mean)</b>
<b>Transformational Leadership (TL_mean)</b>	1	0,813	0,624	0,429
<b>Transactional Leadership (TR_mean)</b>	0,813	1	0,575	0,453
<b>Job Satisfaction (JS_mean)</b>	0,624	0,575	1	0,470
<b>Employee Motivation (MOT_mean)</b>	0,429	0,453	0,470	1

*Table 10: Correlation Analysis Table (Author's own creation)*

When the analysis results are examined, four variables are evaluated for the purpose of the thesis. As seen in the correlation analysis table, the Pearson Correlation Coefficient (r) between these variables ranges from 0 to +1. In this case, all relationships are directly proportional (Wang, 2024). One of the most striking relationships in the analysis results is the relationship between transactional and transformational leadership styles. The Pearson Correlation Coefficient (r) of the relationship between these two leadership types is 0.813, indicating a very strong positive relationship. This coefficient indicates that there are similarities between the two leadership types. In this case, the variables have a strong influence on each other.

Another notable relationship is between employee motivation and transformational leadership. This relationship has the weakest coefficient in the correlation analysis. The coefficient between the two variables is calculated as 0.429, as seen in the table. In this case, although the relationship between these variables is positive, the variables have a weak influence on each other.

As seen in the correlation analysis, transformational leadership (TL\_mean) has a positive and significant relationship with job satisfaction and motivation. The relationship between transformational leadership and job satisfaction is particularly strong. Transactional leadership (TR\_mean) has a positive and significant relationship with job satisfaction and motivation. However, transactional leadership's relationship with both variables is not as strong as that of transformational leadership.



The risk that these relationships established in the correlation analysis are due to chance can be determined using the Sig. (2-tailed) value. If the Sig. (2-tailed) value is less than 0.001, the relationships established between the variables are significant and real. In the correlation analysis conducted in SPSS, the Sig. (2-tailed) value was less than 0.001 for all variable relationships.

#### 5.3.4. Multiple Regression Analysis

According to Cohen *et al.* (2013), multiple regression analysis is a type of analysis used to measure the effects and relationships of dependent variables on independent variables. For this thesis, the independent variables are transactional and transformational leadership styles. The dependent variables are employee motivation and job satisfaction. The analysis conducted in SPSS uses three main tables for interpretation. These tables are the ANOVA Table, the Coefficients Table, and the Model Summary Table. The resulting ANOVA Table indicates whether the relationship between variables is due to chance or whether a significant relationship exists (Cohen *et al.*, 2013). The Coefficients Table analyses the effects of independent variables on dependent variables and the strength of these effects. Finally, the Model Summary Table shows how well the variables are explained. The  $R^2$  value in this table indicates the quality of the model's dependent variables. Furthermore, if the p values of the independent variables are less than 0.05, it indicates a statistically significant statement (Cohen *et al.*, 2013).

To ensure a clear interpretation of the analyses, these three tables, which evaluate the relationship between the variables from different perspectives, have been summarized in a single table. This table shows the effects of transformational leadership and transactional leadership on job satisfaction.

Variable	R <sup>2</sup>	F-Value	P-value	B	Beta	Std. Error
<b>Model Summary</b>	0,403	58,977	<0,001			
Transformational Leadership				0,359	0,460	0,078
Transactional Leadership				0,188	0,202	0,094

Table 11: Summary of Multiple Regression Analysis for Job Satisfaction (Author's own creation)

This table, which is a summary of the multiple regression analysis, presents a combination of three different tables. The  $R^2$  value in the model summary table was calculated as 0.403. The  $R^2$  value is defined as the explanatory power of independent variables for the dependent variable (Cohen *et al.*, 2013). The explanatory power of leadership styles for job satisfaction was calculated as 40.3%. This explanatory power is considered a moderate level of explanatory power. The F-value in the ANOVA table was calculated as 58.977 and the p-value was  $<0.001$ . These calculations support the significant effect of leadership styles on job satisfaction. The coefficients table demonstrates the strength of the effects of transformational and transactional leadership styles on job satisfaction. The B value for transformational leadership was calculated as 0.359 and the beta value as 0.460. Therefore, there is a strong, significant, and positive relationship between transformational leadership and job satisfaction. However, the B value for transactional leadership was calculated as 0.188 and the beta value as 0.202. As can be seen, these values are low compared to the values of transformational leadership. Therefore, the relationship between transactional leadership and job satisfaction is weak and insignificant compared to transformational leadership. Finally, the Std. Error value represents the error value of the relationship, and a low value indicates a very small error value (Cohen *et al.*, 2013). In conclusion, both leadership types have positive and significant effects on job satisfaction, but transformational leadership has a stronger effect.

The calculated values table to illustrate the effects of transformational and transactional leadership on employee motivation is provided below.

Variable	$R^2$	F-Value	P-value	B	Beta	Std. Error
<b>Model Summary</b>	0,216	24,167	$<0,001$			
Transformational Leadership				0,119	0,179	0,076
Transactional Leadership				0,244	0,308	0,091

Table 12: Summary of Multiple Regression Analysis for Motivation (Author's own creation)

In the second part of the Multiple Regression analysis, the combination of tables evaluating the effects of leadership styles on employee motivation is shown above. According to this table, the  $R^2$  value was calculated as 0.216. As is known, this value indicates that the independent variable, leadership styles, explains employee motivation by 21.6%, indicating a low explanatory capacity. The values obtained from the ANOVA table were calculated as F-value 24.167 and p-value <0.001. Based on these values, the established relationship is significant. An examination of the B and Beta values of leadership styles reveals a positive but weak relationship between transformational leadership and employee motivation, while a stronger and more positive relationship exists between transactional leadership and employee motivation. A low Std. Error value indicates a low error rate for these relationships (Cohen *et al.*, 2013).

## **Chapter 6: Discussion**

### **6.1. Introduction**

This dissertation evaluates and analyses the effects of transformational and transactional leadership styles on employee motivation and job satisfaction during the economic crisis in Turkey. The discussion section of the dissertation evaluates the results of the analyses and research, along with the findings on leadership styles' impact on employee motivation and job satisfaction, along with hypotheses. Furthermore, the parts of the results supported by the literature are highlighted.

### **6.2. Hypothesis 1**

**H1: Due to the economic crisis, employees have a positive view of the transformational leadership style.**

The first six questions relating to leadership style are about transformational leadership. As seen in the analyses of the responses to the questions, participants mostly expressed a positive attitude. The participants expected their leaders not only to maintain task assignments but also to act as motivations and constructive forces during the time of economic crisis. These results highlight that employees also need emotional support and expect leaders to have an inspiring and motivating approach. Because these prominent elements are largely characteristics of transformational leadership, it appears that transformational leadership is the leadership style that prevails in crisis situations. According to Bass and Bass (2008) and Erkutlu, (2008), transformational leadership has been assessed to promote employee motivation and job satisfaction of the work. In the view of Avolio and Bass (1995), transformational leadership motivates employees in a crisis. With this information in the literature, it can be seen that the study is not only about individual results and why transformational leadership comes to the fore in times of crisis. This study tends to strengthen results of the analyses, with the results of analyses fitting well with prior research in the literature, which claim that transformational leadership is a better choice during an economic crisis.

### **6.3. Hypothesis 2**

#### **H2: The economic crisis negatively affects employees' motivation and job satisfaction.**

The analysis results obtained in the study indicated a negative effect of the economic crisis period on employees' motivation and job satisfaction. While the levels of motivation remained below average against the norm, a great decline in the satisfaction levels of the employees was also witnessed. This can be attributed to the psychological impact of factors such as enhanced job insecurity and reduction of wages due to the effect of crises on the employees. Literature shows that crises and their stress and psychological effects on employees create a big drop in motivation and job satisfaction (Aydm, 2023; Duke, 2017). The results, which align with the literature, suggest that economic crises are not limited to the individual but pose risks to organizations. In this context, factors related to employee motivation and job satisfaction are crucial, and the effects of economic crises must be minimized. The findings are also in line with the literature and support the psychological effect of economic crises on employees.

### **6.4. Hypothesis 3**

#### **H3: Employees in Turkey think that the transformational leadership style is positive and transactional leadership is negative.**

The transformational leadership style was evaluated more positively by employees compared to the transactional leadership style. Survey results indicated that transformational was more effective in motivating, inspiring, and developing employees. Transactional leadership, on the other hand, tends to be more reward- and punishment-based, leaving short-term effects on employees. While the literature emphasizes that transformational leadership contributes to employees' personal development and provides more lasting motivation in the long term (Bass and Bass, 2008), transactional leadership has been reported to produce more temporary results (Northouse, 2016). Confirmation of these findings in our study demonstrates that transformational leadership stands out as a more effective leadership style in crisis environments.

## **6.5. Hypothesis 4**

### **H4: Both leadership styles positively affect job satisfaction and motivation.**

According to results obtained from the analysis, both leadership styles influence motivation and job satisfaction. From the Correlational Analysis, it was found that transformational leadership had a more positive and stronger relationship with job satisfaction than transactional leadership. Whereas transactional leadership had a stronger influence over motivation than transformational leadership. So, these results highlight that both kinds of leadership affect the variables. Bass and Bass, (2008) and Northouse (2016) stated that one leadership is not superior to the other, arguing they provide different benefits. The validity of the hypothesis is supported by the information obtained from the analysis results and the support from the literature.

## **6.6. Hypothesis 5**

### **H5: Younger employees support the transformational leadership style.**

Many of the survey participants were young. In all the 178 participants, 41 were found to be between the ages of 26 and 35. There was an age group that overpowered any other in number; therefore, these younger age group participants had a higher chance of influencing the survey results. Hence, it can be somewhat concluded that younger participants favour a transformational type of leadership. This fact is supported by the relevant literature that states that young people embrace innovative and modern leadership styles (Northouse, 2016; Avolio and Bass, 1995). This finding implies that younger workers have a greater response to transformational leadership and lend more credibility to this manner of leading. The finding supports the hypothesis in that it supports the attraction of younger employees to transformational leadership.

### **6.7. Limitation of Study**

The survey designed for this study only examined the economic crisis in Turkey and examined employee motivation and job satisfaction. The sample size of 178 participants is quite limited for a country with a large population like Turkey. It should be noted that the data collected may be subject to change due to changes in the number and profile of participants.

Furthermore, although the study included different sectors, it was not able to examine all sectors in Turkey, limiting the generalizability of the results.

Furthermore, the data collection method used was solely a survey. This makes it important to consider that participant responses are subject to individual bias. Factors such as participants' reluctance to answer questions and their lack of purposeful action may influence the results. These affected results limit the generalizability of the analyses and data.

Finally, although economic crises in Turkey have persisted for a long time, their forms and formats change. This suggests that the results will not remain consistent in future studies and creates an opportunity for future research.

### **6.8. Conclusion**

In conclusion, the effects of transformational and transactional leadership styles on employee motivation and job satisfaction during the economic crisis in Turkey were examined, and the findings were analysed. These findings indicate that transformational leadership, particularly among young people, was more preferred than transactional leadership and that they had a more positive approach. The motivating and supportive nature of transformational leadership was an important factor for participants. The strong positive relationship between transactional leadership and motivation was not overlooked, and both leadership styles were found to have an impact on employee motivation and job satisfaction. Furthermore, the strong connection between the findings and hypotheses and the literature was another factor supporting the results. The limitations of the study create opportunities and contribute to future research.

## **Chapter 7: Conclusion and Recommendations**

### **7.1. Conclusion**

This study was designed to measure, evaluate, and analyse the effects of transformational and transactional leadership styles on employee motivation and job satisfaction during the economic crisis Turkey was experiencing. The results, supported by the quantitative study, revealed that transformational leadership was viewed more favourably by participants during times of crisis and had a particularly positive impact on employee job satisfaction.

While transactional leadership has positive effects on employee motivation, it was analysed that it is not as effective as transformational leadership in creating sustainable job satisfaction. The study demonstrated that the impact of the economic crisis is among the reasons for employee demotivation and declines in job satisfaction. This situation increases the importance of leadership styles during economic crises, and the use of optional leadership styles has been identified, as leadership styles mitigate the impact of factors that have negative effects on employees, such as economic crises.

Based on the analyses and findings, it has been inferred that leaders shall not just provide guidance to employees or followers during times of crisis but ought to sow seeds of motivation and offer emotional support. This demonstrates that leadership is at the forefront in maintaining organizational and emotional balance. In conclusion, this study examined the effects of transformational and transactional leadership styles on employee motivation and job satisfaction during crisis situations in Turkey. The results are presented in a current and consistent manner consistent with the literature.



## **7.2. Recommendations**

Based on the topics and analyses explored in this thesis, recommendations for leaders during economic crises have been identified. These recommendations are linked to the analysis results and participant responses. Based on these results, it is recommended that leaders adopt a transformational leadership style during crises. This approach is predicted to maintain high employee motivation and achieve long-term job satisfaction. With a transformational leadership approach, leaders will increase employee commitment to their work and create a work environment that is conducive to employee satisfaction and fulfilment.

The significant declines in employee job satisfaction and motivation during economic crises have been identified as a result of employees not wanting their leaders to be merely guiding individuals. In this situation, the emotional support leaders provide to their employees aligns with the transformational transactional style.

Furthermore, when leaders better understand their followers, actions taken are likely to be more effective. During economic crises, surveys or one-on-one interviews with employees can significantly contribute to their motivation and job satisfaction. With helpful employee feedback, leaders can gain awareness of the best ways to guide their employees. Beneficial factors such as flexibility, safe working environments and psychological support that can affect employees' motivation and job satisfaction can be provided.

## **7.3. Future Research Possibilities**

Future work could circumvent the constraints imposed on this study with larger sample sizes and across different sectors. Furthermore, investigations considering the variation in leadership perceptions based on employee demographics would be of help in providing a detailed understanding of leadership styles in question. Furthermore, one could investigate the long-term effects of crisis leadership so that one can understand how motivation and performance of employees are affected by styles of leadership in the long term. Finally, cultural influences of leadership perceptions could contribute to cross-cultural leadership studies.

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## Appendices:

**NOTE 1:** The survey was prepared in two languages, Turkish and English.

**NOTE 2:** The answers to the questions in the survey, except for the demographic information section, were prepared in a way that could be answered using a Likert scale.

### *Appendix A: Survey Questionnaire and Coding*

#### *Section 1: Demographic Information*

No	Question
1	What is your age?
2	What is your gender?
3	What is your highest education level?
4	Which sector do you currently work in?
5	What is your current job position

#### *Section 2: Leadership Styles*

No/ Code	Question
1 / TL_1	My leader articulates a compelling vision of the future.
2 / TL_2	My leader provides me with new opportunities to learn and grow
3 / TL_3	My leader treats me as an individual with unique needs and abilities.
4 / TL_4	My leader recognizes my accomplishments.
5 / TL_5	My leader encourages me to think creatively.
6 / TL_6	My leader acts as a role model for ethical behaviour.
7 / TR_1	My leader monitors my performance closely.
8 / TR_2	My leader rewards me when I meet expectations.
9 / TR_3	My leader provides corrective feedback when needed.
10 / TR_4	My leader sets clear goals and standards for my work.
11 / TR_5	My leader emphasizes meeting deadlines and following rules.
12 / TR_6	My leader is focused on maintaining order and discipline

### *Section 3: Job Satisfaction*

No / Code	Question
1 / JS_1	I am satisfied with the nature of my job.
2 / JS_2	I feel I am fairly compensated for my work
3 / JS_3	I have good relationships with my colleagues
4 / JS_4	I feel my job is secure
5 / JS_5	I am satisfied with my opportunities for promotion.
6 / JS_6	My job provides me with a sense of achievement
7 / JS_7	I am satisfied with the supervision I receive.
8 / JS_8	I find my work environment pleasant

### *Section 4: Employee Motivation*

No / Code	Question
1 / MOT_1	I enjoy working on tasks that challenge my abilities.
2 / MOT_2	I work better when I know my efforts are appreciated.
3 / MOT_3	I feel motivated when I set my own work goals.
4 / MOT_4	Being recognized for my work achievements motivates me.
5 / MOT_5	I feel energized when I learn new skills at work.
6 / MOT_6	I work harder when I understand how my job impacts the organization.
7 / MOT_7	I feel motivated when I receive constructive feedback.
8 / MOT_8	I enjoy collaborating with my colleagues to achieve goals.



## Çalışan Gözünden Liderlik ve Motivasyon: Kriz Dönemi Analizi / Leadership and Motivation from the Employee's Perspective: Crisis Period Analysis

B I U  

Merhaba, benim adım Emre Topuz. National College of Ireland üniversitesinde MSc in Management alanında yüksek lisans öğrencisiyim. Yüksek lisansımın tamamlanması için hazırlanmış olduğum ankete katılımınızı rica ederim. Anketin amacı Türkiye'nin ekonomik kriz döneminde dönüşümcü ve işlemci liderlik tarzlarının çalışanların motivasyonunu ve iş tatminini üzerine etkilerini ölçmek ve değerlendirmektir. Ankete katılımda gönüllülük esastır. Katılımınız halinde bilgileriniz gizli tutulacak ve anonim olarak yanıtlarınız değerlendirilecektir. Yanıtlarınız sadece bilimsel amaçlar için kullanılacaktır.

Anketin tamamlanma süresi yaklaşık 5-7 dakika almaktadır. Katılımınız tezin ilerlemesi için çok büyük katkı sağlayacaktır. Katılımınız halinde aşağıda bulunan onay kutucuğunu işaretleyerek ankete erişim sağlayabilirsiniz.

Katılımınız ve bu yolda bana verdiğiniz destek için teşekkür ederim

Emre Topuz

(Hello, my name is Emre Topuz. I am a master's student in Management at the National College of Ireland. I would like to request your participation in the survey I have prepared for the completion of my master's degree. The survey aims to measure and evaluate the effects of transformational and transactional leadership styles on employee motivation and job satisfaction during Turkey's economic crisis. Participation in the survey is voluntary. If you participate, your information will be kept confidential, and your responses will be evaluated anonymously. Your responses will be used for scientific purposes only.

The survey takes approximately 5-7 minutes to complete. Your participation will contribute significantly to the progress of my thesis. If you agree to participate, you can access the survey by checking the box below.

Thank you for your participation and your support along the way.

Emre Topuz)