

THE EFFECTS OF TRANSFORMATIONAL LEADERSHIP FEATURES ON BUSINESS PERFORMANCE (TRNC)

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ABSTRACT

Businesses often need leaders who will contribute to their development in order to maintain significant existence and make profits. In this contemporary era where technological developments increase, change and transformation becomes necessary, there is the need for visionary and future-oriented leaders who can manage the group they work with. In this article, the concept of leadership, the importance of leadership and its purpose are expounded, also leadership approaches are duly emphasized. Transformational leadership characteristics and their sub-dimensions are emphasized alongside their effects on business performance. In this study, the effects of transformational leadership characteristics on business performance were investigated through the lens of 5-star hotels operating in the the tourism sector of Kyrenia region TRNC. The data of 311 questionnaires collected within the scope of the research were analyzed and their details were surveyed.

Keywords: Leadership, Transformational Leadership, Business Performance.

Introduction

In the detailed literature study on transformational leadership, many studies have been carried out by transferring the personnel to the tourism sector in areas such as turnover intention, organizational commitment, organizational silence, job satisfaction, employee performance and psychological well-being. However, there has not been very much research as to the effects of transformational leadership characteristics on business performance. Business performance is the criterion that measures how well the organizations are compared to their competitors in the market. Businesses measure their performance with both financial and non-financial methods. Financial performances includes profit, efficiency, effectiveness etc. These are the criteria that enable the enterprises to be evaluated financially. Non-financial performances has to do with the quality of the products produced as well as delivering them to the customer in an appropriate way and responding to the wishes and demands of the customers at the desired level. Today, businesses have to wholly consider both the financial and non-financial aspects while evaluating their performance (Yukl, 2018). Transformational leadership characteristics can have positive effects on the tourism sector performance in the Turkish Republic of Northern Cyprus (TRNC). Here are some of the effects of transformational leadership characteristics on performance in the tourism sector:

Inspire: Transformational leaders inspire team members with vision and goals. This increases employee motivation and improves business performance. Inspirational leaders help employees discover their potential and drive them to higher performance levels (Yılmaz, 2016).

Supporting individual development: Transformational leaders encourage and support the individual development of employees. Performance in businesses is directly related to development of talent and skill of employees. Transformational leaders reveal the talent and potentials of team members and enable them to constantly improve themselves (Yakışır, 2020).

Build trust: Transformational leaders build trust and confidence in their team members. Trust is critical to a business because it fosters transparency, collaboration and effective communication among team members. An environment of trust helps employees take risks and produce creative solutions, which increases business performance (Ünal, 2012).

Managing change: Transformational leaders have the ability to manage change effectively. Businesses operate in a constantly changing environment, and transformational leaders encourage team members to adapt to this change and take advantage of opportunities. The ability to manage change helps the business maintain its competitive advantage and increase its performance (Baykara and Yinal, 2023).

Encourage collaboration and teamwork: Transformational leaders encourage teamwork and collaboration. Business performance increases with effective communication and harmonious performance among team members. Transformational leaders bring team members together, combine their strengths and allowing them to focus on their goals. Thus, the performance of the business increases and better results are achieved.

Communication and effective feedback: Transformational leaders have communication skills and communicate effectively with team members. Open and honest communication is essential for improving the performance of the business. Transformational leaders provide feedback to team members and encourage them to improve. This increases the performance of employees and contributes positively to business performance (Tuncer, 2008).

Encourage innovation: Transformational leaders encourage and support innovation. Business performance is enhanced by the development of innovative ideas and solutions. Transformational leaders provide an environment for team members to think creatively, encourage risk-taking, and encourage new ideas. This strengthens the competitive advantage of the enterprise and increases its performance (Yakışır, 2020).

As a result, transformational leadership characteristics can positively affect business performance. Features such as inspiring, supporting individual development, building trust, managing change, encouraging cooperation and teamwork, communication, encouraging innovation, and feedback increase the motivation of employees, develop their skills, create an environment of trust, adapt to change, strengthen cooperation. Also communication. encourages innovation and ultimately improves business performance.

Kyrenia is an important region in the tourism sector in the Turkish Republic of Northern Cyprus and is home to many tourism businesses. Transformational leadership is an approach in which the leadership role in these businesses varies. This approach involves different leaders assuming the leadership role for a period of time and then taking over by other leaders. In this way, leadership responsibility and competencies are shared and different perspectives are utilized. Rotational leadership can be applied in tourism businesses in Kyrenia in the following ways: (Atar, 2018).

Rotational leadership: Different leaders take the leadership position alternately over a period of time. For example, in a tourism business, department managers or project leaders take over the leadership role for a certain period of time and then another leader takes over. In this way, the experiences and abilities of different leaders can affect different aspects of the business.

Team-based leadership: Transformational leadership can also be applied as a team-based leadership approach. A leadership role in a tourism business can shift from one leader to another and share leadership responsibility among team members. In this way, leaders with different skills and expertise can increase the performance of the business by using the strengths of everyone in the team (Bakan, 2004).

Project-based leadership: In tourism businesses, rotational leadership can also be associated with a project-based leadership approach. Different leaders may take part in different stages of a project or in different projects. In this way, each leader can have the appropriate skills and experience for the project and bring different perspectives for project success (Santora, 2001).

Rotational leadership is an approach that has the potential to share leadership responsibility and increase the performance of the business in tourism businesses in Kyrenia. The different experiences and skills of different leaders can add value to different aspects of the business and provide a broader leadership perspective (Bakan, 2004).

Transformational leaders act in line with everyone's shared expectations and always look ahead. These leaders include others in decision-making processes within the organization and will give the people around them the opportunity to develop and learn as individuals. They have the ability to develop different perspectives and instill self-respect in their subordinates while trying to solve an emerging problem. Transformational leaders take time to train their employees (Stralser, 2015).

One of the important features for transformational leaders is that their employees have the ability to think innovatively, have a vision, and adapt to changes. Because transformational leaders expect their employees to adapt to these situations easily during the changes and innovations in the organization and to maintain organizational continuity by evaluating and solving the problems with a creative perspective. In this respect, they are different from transformational leaders and they are more preferred leaders in the functioning of the organization. In addition to having the characteristics of transformational leaders, the fact that they act as a bridge between the present and the future, and their focus on innovation and change is another factor in their preference. Also, leaders can have both transformational leadership traits at the same time; these are not mutually exclusive systems, they are systems that complement each other (Koçel, 2018).

Purpose of the research

The aim of this study is to investigate the effects of leaders with Transformational Leadership characteristics on business performance. In the study; Hotels in the Kyrenia region operating in the Tourism Sector in the TRNC were examined; how the transformational leadership characteristics are perceived by the business employees and how the transformational leadership characteristics affect the business performance were examined. In this direction; As a result of the scales determined, the data obtained as a result of the questions given to the participants will be analyzed through the SPSS statistical program. As a result of the analysis; The effect of transformational leadership characteristics on business performance will be explained.

Importance of Research

For businesses, leadership and business performance are two important issues. Successful managers and employees with the same vision as the business are needed in order for business performance to reach the goals set by the business. Businesses have to continue their activities in an increasingly competitive environment, adapt to innovations and achieve the targeted profit. In the age we live in, where change and transformation are necessary, businesses need visionary, innovative leaders who will keep them up with the transformation. As a result of this study; In order to increase the performance of the enterprises, it will be researched whether they prefer leaders who are innovative leaders who will develop them, who have transformational characteristics.

Scope, Population and Sample of the Research

This research covers the managers and staff working in five-star hotels operating in the tourism sector in the TRNC under the title of "The Effects of Transformational Leadership on Business Performance and a Research in the Tourism Sector". The universe of the research consists of five-star hotels in Kyrenia. However, the exact number of personnel working in hotels is not known. However, in the study of Ertaş and Unur (2017), the number of employees per room in five-star hotels operating all year was calculated as 0.9. In this research, the number of rooms has been reached by searching the hotels in which this method has been applied to reach the number of employees and checking their websites. As a result, it was concluded that the number of hotels operating all year in the TRNC is 128, and the total number of rooms is 902. Based on the equation of 0.9 personnel per room, it can be said that there are 811 employees.

The Problem of Research

The main problem of the research; Do transformational leadership characteristics affect business performance?

Research Limitations

1. This research is limited to the title of 'The Effects of Transformational Leadership Traits on Business Performance and a Study in the Tourism Sector'.
2. The research is limited to the data obtained from the Transformational Leadership Scale and the Business Performance Scales.
3. The research is limited to Five Star Hotels operating in the tourism sector in the Kyrenia region of TRNC.

Hypothesis

H1: Support motivation, idealized influence, leadership allowing full freedom, management by exceptions (active/passive), non-financial performance, financial performance do not differ by gender.

H2: Support motivation, idealized influence, leadership allowing full freedom, management by exceptions (active/passive), non-financial performance, financial performance do not differ according to age.

H3: Support motivation, idealized influence, leadership allowing full freedom, management with exceptions (active/passive), non-financial performance, financial performance do not differ according to education level.

H4: Support motivation, idealized influence, leadership allowing full freedom, management with exceptions (active/passive), non-financial performance, financial performance do not differ according to occupation status.

Data Collection Tool and Method

In order to obtain and analyze the research data, the data obtained from the determined scales and 311 questionnaires applied to the personnel working in the five-star hotels operating in the tourism sector in Istanbul were transferred to an excel table and analyzed with the SPSS.

Transformational and Transactional Leadership Scale

In this study, 'Multifactor Leadership Questionnaire - MLQ', which determines interactionist and transformational leadership behaviors developed by Bass and Reggio in 2006, was used. The scale is a scale that has been used in many studies in the world and in Turkey and its validity has been proven. In his study, Cinnioğlu (2018) calculated the Cronbach alpha value of 0.78 in the expressions determining transformational leadership, and the Cronbach's alpha value of 0.76 that determines transactional leadership. There are 36 statements in total in the scale. 20 of these statements determine transformational leadership, while 16 statements determine transactional leadership. Transformational leadership within itself; It consists of four sub-dimensions: ideal effect, intellectual stimulation, inspiring motivation and individual level. Transactional leadership is; conditional reward, management with exceptions (active-passive), leadership with full freedom consists of four sub-dimensions (Cinnioğlu, 2008, p. 83-84).

Business Performance Scale

In the research, the business performance scale prepared by Özer (2011, p.105) by using the article of Haktanır and Harris (2005, p. 41) was used to measure business performance. The scale consists of ten items, five of which are 'occupancy rate, sales, market share, costs and profits of the hotel' and non-financial performance five items are 'customer satisfaction, customer loyalty, workforce satisfaction in the hotel, corporate image of the hotel and employee turnover'. consists of. The reliability coefficient of the enterprise performance scale was calculated as 0.86.

Results

Demographic Findings

In the study, frequency analysis was used to examine the distribution of the answers given by the participants to the survey questions. Demographic findings of the participants; gender, age, education level, marital status, occupation, working years in the sector, working years in the institution and monthly income.

Table 1. Demographic Findings of Individuals

Variable	N	%
Gender		
Male	145	40.4
Female	166	59.6
Age		
18-25	43	17.0
26-35	127	43.1
36-45	101	29.4
46 And above	40	10.5
Education level		
Primary education	26	6.3
High school	78	19.0
University	92	46.7
High Licence	85	20.7
Doctorate	30	7.3
Civil status		
Divorced	9	0.2
Single	168	58.9
Married	134	40.9
Job		
Advice officer	52	17.5
Security	47	14.4
Manager	34	13.1
Manager assistant	66	18.2
Office officer	112	36.7
In the industry study year		
one from year Little	2	0.5
1-2 Year	21	2.7

3-5 Year	67	20.9
6-10	108	40.9
11-16	77	26.3
16 And over	36	8.8

Table 1. shows the frequency analysis results according to the demographic findings of the individuals. According to the frequency analysis findings, 40.4% of the individuals are male and 59.6% are female. When the age levels of these individuals are examined; It is seen that 17.0% are 18-25 years old, 43.1% are 26-35 years old, 29.4% are 36-45 years old, 10.5% are 46 and over. According to their education level, 6.3% of the individuals are primary school graduates, 19.0% are high school graduates, 46.7% are university graduates, 20.7% are graduates, and 7.3% are doctoral graduates. According to their marital status, 0.2% of the individuals were separated, 58.9% were single and 40.9% were married. 17.5% of these individuals are consulting officers, 14.4% are security officers, 13.1% are managers, 18.2% are assistant managers, and 36.7% are office clerks. When the working years of individuals in the sector are examined; 0.5% less than 1 year, 2.7% 1-2 years, 20.9% 3-5 years, 40.9% 6-10 years, 26.3% 11-16 years, 8.8% 16 years and more years of work were determined. According to the years of service in the institution, 59.9% of the individuals worked for 1-5 years, 28.7% for 6-10 years, 6.3% for 11-15 years, and 5.1% for 16-20 years.

Table 2. Result of Reliability Analysis of Individuals' Business Performance Scale

Dimension	Article	Cover	SS	DK	MSA	Alpha
Financial non-performance	PE1	3.443	1,534	0.793	0.893	0.914
	PE2	3,465	1.712	0.820	0.887	
	PE3	3.238	1.604	0.817	0.888	
	PE4	3.207	1,523	0.629	0.924	
	PE5	3.173	1,680	0.854	0.880	
Financial performance	PE6	3.178	1.698	0.867	0.914	0.936
	PE7	3.236	1,726	0.871	0.914	
	PE8	3,085	1.639	0.869	0.914	
	PE9	3.051	1,524	0.657	0.951	
	PE10	3.012	1,694	0.889	0.910	

Cover: Average, SS: Standard deflection, DK: adjusted correlation, MSA: Article when deleted Alpha

Table 2. shows the descriptive statistics and Cronbach Alpha reliability analysis results obtained from the subscales of the business performance scale of the individuals participating in the research. When the results of the reliability analysis are examined, it is seen that there is no significant increase in the reliability coefficient when the items are removed from the subscales of the business performance scale of the individuals. In addition, the corrected correlation values of the subscale items of the individuals' business performance scale are positive. In the light of these findings, the Cronbach's Alpha coefficients for the general and sub-dimensions of the individuals' business performance scale are 0.962, 0.914 and 0.936, respectively .

Table 3. Comparison of Individuals' Total Scores and Sub-Dimension Scores of Transformational Leadership and Business Performance Scales by Gender

Dimension	Gender	Cover	SS	t	P
DM	Male	53,645	9,668	0.851	0.395
	Female	52,776	10,478		
IE	Male	17,970	3,228	2.349	0.019
	Female	17,171	3,482		
TSTL	Male	18,620	3,622	0.828	0.408
	Female	18,322	3,554		
IRP	Male	15,090	2,748	0.552	0.581
	Female	14,922	3,199		
UAV	Male	7,705	2.161	-0.262	0.794
	Female	7,767	2,512		
DLO	Male	113,030	15,253	1,274	0.203
	Female	110,959	16,755		

FOP	Male	17,410	6,987	2,129	0.034
	Female	15,927	6,889		
FP	Male	16,434	7,380	1,972	0.049
	Female	14,971	7,371		
IPO	Male	33,843	14,149	2,085	0.038
	Female	30,898	13,991		

(p<0.05)

Table 3. shows the t-test results of the total scores of the transformational leadership and business performance scales and sub-dimension scores of the individuals participating in the research by gender. When the test results are examined, it is seen that the idealized effect sub-dimension scores of individuals differ statistically significantly according to gender (p<0.05). In the light of this finding, the idealized effect subscale scores of men are higher than women. In addition, it was determined that the total scores of the individuals' business performance scale and sub-dimension scores differed statistically significantly according to gender (p<0.05). H1: Support motivation, idealized influence, leadership allowing full freedom, management by exceptions (active/passive), non-financial performance, financial performance do not differ by gender.

Table 4. Comparison of Individuals' Total Scores and Sub-Dimension Scores of Transformational and Business Performance Scales by Age Levels

Dimension	Age	Cover	SS	F	P
DM	18-25	51,400	10,626	1,813	0.144
	26-35	52,571	10,785		
	36-45	54,413	9,675		
	46 and over	54,605	7,287		
IE	18-25	16,871	3,045	2.104	0.099
	26-35	17,305	3,562		
	36-45	18,041	3,518		
	46 and over	17,744	2,718		
TSTL	18-25	17,400	3,160	2,463	0.062
	26-35	18,729	3,692		
	36-45	18,570	3,304		
	46 and over	18,605	4,266		
IRP	18-25	14,486	2,982	1.304	0.273
	26-35	14,898	3,114		
	36-45	15,289	3,083		
	46 and over	15,349	2,439		
UAV	18-25	7,271	2,296	2,038	0.108
	26-35	7,972	2,480		
	36-45	7,835	2,413		
	46 and over	7,302	1,767		
DLO	18-25 ^B	107,429	15,710	2,792	0.040
	26-35 ^{EU}	111,475	16,743		
	36-45 ^A	114,149	15,962		
	46 And above ^{EU}	113,605	13,978		

Cover: Average, SS: Standard deflection, DM: Support, motivation, IE: idealized effect, TSTL: Full freedom recognizing leadership, IRP: with exceptions management (passive),

IA: with exceptions management (active), DLO: transformative And interactionist leadership scale, FOP: Financial non- performance, FP: financial performance, IPO: Business performance scale , EU: Same letter owner groups between significant One differenceno

Table 4. shows the total scores of the transformational leadership and business performance scales of the individuals participating in the research and the Anova test results according to the age levels of the sub-dimension scores. When the test results are examined, it is seen that the total scores of the individuals' transformational leadership scale differ statistically according to their age levels ($p < 0.05$). When the post hoc test results are examined, the total scores of the transformational leadership scale of the individuals aged 36-45 are higher than the individuals aged 18-25. Although there is a significant difference in the business performance scale, the absence of differences in the scale sub-dimensions supports the H2 hypothesis. Support motivation, idealized influence, leadership with full freedom, management by exceptions (active/passive), non-financial performance, financial performance differ according to age. When the other analysis findings were examined, it was determined that there was no statistically significant difference between individuals' transformational leadership scale sub-dimension scores and business performance scale total scores and sub-dimension scores according to age levels ($p > 0.05$). Although there is a significant difference in the business performance scale, the absence of differences in the scale sub-dimensions supports the H1 hypothesis and the averages should be examined. H2 : Support motivation, idealized influence, leadership allowing full freedom, management by exceptions (active/passive), non-financial performance, financial performance do not differ according to age.

Table 5. Comparison of Individuals' Total Scores and Sub-Dimension Scores of Transformational Leadership and Business Performance Scales by Educational Levels

Dimension	Education level	Median	min	Max	chi-square	P
DM	Primary education	55,500	25,000	63,000	1,070	0.899
	High school	56,000	20,000	70,000		
	University	56,000	19,000	70,000		
	High Licence	55,000	14,000	70,000		
	Doctorate	57,000	21,000	65,000		
IE	Primary education	18,000	12,000	25,000	3,794	0.435
	High school	18,000	10,000	25,000		
	University	18,000	6,000	25,000		
	High Licence	18,000	5,000	25,000		
	Doctorate	18,000	12,000	22,000		
TSTL	Primary education	19,500	13,000	24,000	5,197	0.268
	High school	18,000	10,000	28,000		
	University	18,000	9,000	28,000		
	High Licence	18,000	9,000	28,000		
	Doctorate	20,000	13,000	28,000		
IRP	Primary Education ^{EU}	14,000	4,000	18,000	10,792	0.029
	High School ^B	14,500	5,000	20,000		
	University ^{EU}	15,000	4,000	20,000		
	High Bachelor ^A	16,000	4,000	20,000		
	PhD ^{AB}	14,000	4,000	20,000		
UAV	Primary education	8,000	3,000	12,000	9.102	0.057
	High school	7,000	3,000	15,000		
	University	8,000	3,000	15,000		
	High Licence	7,000	3,000	15,000		
	Doctorate	7,500	4,000	12,000		
DLO	Primary education	115,000	74,000	131,000	3.335	0.503
	High school	112,500	65,000	145,000		

In Table 5. the Kruskal-Wallis H test results of the individuals participating in the research according to the total scores of the transformational leadership and business performance scales and the education levels of the sub-dimension scores are shown. When the test results were examined, it was determined that the individuals' management with exceptions (passive) sub-dimension scores differed statistically significantly according to

their education level ($p < 0.05$). When the post hoc test results are examined, the management (passive) sub-dimension scores of high school graduates are lower than those with a master's degree. When the other analysis findings were examined, it was determined that there was no statistically significant difference between the total scores of the enterprise performance scale and the sub-dimension scores of the individuals according to their education level ($p > 0.05$). In addition, it is seen that there is no statistically significant difference in the transformational leadership total scores of individuals and sub-dimension scores of support, motivation, idealized influence, leadership with complete freedom and management with exceptions (active) according to their education levels ($p > 0.05$). Hypothesis H3 cannot be rejected. Support motivation, idealized influence, leadership with full freedom, management with exceptions (active/passive), non-financial performance, financial performance do not differ according to education level.

Table 6. Comparison of Individuals' Total Scores and Sub-Dimension Scores of Transformational Leadership and Business Performance Scales by Occupation

Dimension	Job	Cover	SS	F	P
DM	Advice Officer ^{AB}	52,694	10,679		
	Security ^{EU}	53,525	8.188		
	Manager ^A	56,296	9,452	2,761	0.027
	Manager Deputy ^{EU}	54,373	9.872		
	Office Officer ^B	51,424	10,718		
IE	Advice Officer ^{AB}	17,375	3.409		
	Security ^{EU}	17,271	3.231		
	Director ^{AB}	18,167	3,484	2.661	0.032
	Manager Assistant ^{A.}	18,333	3.215		
	Office Officer ^B	16,980	3,446		
TSTL	Advice officer	19.361	3.073		
	Security	17,831	3.114		
	Manager	18,407	4.114	1,721	0.144
	Manager assistant	18,213	4.137		
	Office officer	18,371	3,436		
IRP	Advice Officer ^{AB}	14,819	3.110		
	Security ^B	14,508	2,501		
	Manager ^A	16,204	2,955	2,796	0.026
	Manager Deputy ^{EU}	15,027	2,936		
	Office Officer ^B	14,808	3.157		
UAV	Advice Officer ^{AB}	8,056	2,089		
	Security ^B	6,932	1.990		
	Director ^{AB}	7.648	2,420	2.616	0.035
	Manager Deputy ^{EU}	7,613	2.353		
	Office Clerk ^A	8.007	2,573		
DLO	Advice officer	112.306	16,623	2.395	0.050
	Security	110.068	12,751		
	Manager	116,722	17,438		
	Manager assistant	113,560	16,830		
	Office officer	109,589	16,065		
FOP	Advice Officer ^{AB}	15,653	6.372		
	Security ^B	14,712	5,219		
	Director ^{AB}	18,241	7,680	3,624	0.006
	Manager Assistant ^{A.}	18,360	8,314		
	Office Officer ^{AB}	16.126	6.565		

FP	Advice Officer ^{AB}	14,264	6,433	3.698	0.006
	Security ^B	13,542	6,032		
	Manager ^A	17,611	7,851		
	Manager Assistant ^A	17,187	8,572		
	Office Officer ^{AB}	15,430	7,263		
IPO	Advice Officer ^{AB}	29,917	12,603	3.753	0.005
	Security ^B	28,254	11,026		
	Manager ^A	35,852	15,144		
	Manager Assistant ^A	35,547	16,682		
	Office Officer ^{AB}	31,556	13,581		

Table 6. shows the total scores of the transformational leadership and business performance scales and the sub-dimension scores of the individuals participating in the research according to their occupations in the Anova test. When the test results were examined, it was determined that the support and motivation sub-dimension scores of the individuals differed statistically significantly according to their occupations ($p < 0.05$). When the results of the post hoc test are examined, the support and motivation sub-dimension scores of the individuals who are managers are higher than those who are office clerks.

Conclusion and Recommendation

When the research is compared according to gender, 166 (40.4%) of the participants are male and 245 (59.6%) are female. People's reactions to the events they encounter and their emotional approaches differ according to their gender. Employees react differently to the same events because they use different brain cells. While men are more business-oriented individuals who act with their logic, women are more human-oriented and have developed empathy skills. The fact that women are in business life will cause them to compete with men and increase productivity in the business. The fact that transformational leaders act by treating all employees equally, regardless of gender, will also increase business efficiency. When compared according to age, 70 of the participants (17,0%) were in the range of 18-28, 177 (43,10%) were in the range of 26-35, 121 (29.4%) were in the range of 36-45, 43 (10,5) 46 and above. When compared by education level, 26 (6.3) of the participants are primary school, 78 (19.0%) high school, 192 (46.7) university, 85 (20.7%) graduate, 30' u (7.3%) have a doctorate degree. Employees' expectations from business life are directly proportional to their education levels. As the level of education increases, the expectation and income level of the job also increases. The financial and social conditions of people with higher education levels increase compared to other people.

When compared by occupation, 72 (17.5%) of the participants were advisory officers, 59 (14.40%) security, 54 (13.10%) managers, 75 (18.20%) assistant managers. , 151 (36.70) of them are office clerks. Expectations and needs differ according to the occupation status of the enterprises. Different professions have different expectations and requirements. When hiring employees, suitable personnel should be recruited according to the conditions and expectations of the work, appropriate training should be given in case of deficiencies detected, and employees should be encouraged to be more productive. When compared according to the years of employment in the sector, 2 (0.5%) of the participants are less than 1 year, 11 (2.7%) 1-2 years, 86 (20.09) 3-5 years, 168 (40.9%) 6-10 years, 108 (26.30%) 11-16 years, 36 (8.8%) work in 16 or more sectors. Employees who are more senior than working years in the enterprises have more information about the internal functioning of the enterprise and the structure of the sector. Their expertise in this field brings them to higher positions and causes a positive increase in their income. In addition, the opportunities offered to the employees according to the years of service (premium, private health insurance, nutrition applications, vacation, etc.) motivate them more and increase operational efficiency.

It is suggested that the relationship between transformational leadership characteristics and business performance in the field of tourism should be examined in different tourism enterprises. Thus, the obtained data can be compared with other results and different results can be obtained. Transformational leadership characteristics; organizational silence, organizational cynicism, psychological well-being, etc. Researching them by associating them with the subjects will provide different findings.

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