



## Investigating the Relationship between Transformational Leadership and Job Satisfaction: An Application on Trainers\*

Öznur AYIK<sup>1</sup>, Aytekin ALPULLU<sup>2</sup>

### Abstract:

**Aim:** This study aims to examine the relation between trainers' job satisfaction serving in Youth and Sports Provincial and County Directorates and transformational leadership behaviors they perceive of their managers.

**Material and Method:** In the study, quantitative method, correlational survey model was used, participants were determined by the convenience sampling method and a questionnaire was applied to 381 trainers. In data analyses; percentage (%), frequency (f), normality of data and Pearson correlation were applied. Significance level as  $p < 0.05$  and confidence interval were accepted as 95%.

**Results:** The relationship between all dimensions of transformational leadership and job satisfaction was observed. Job satisfaction levels were also increased with rising perceptions of employees regarding transformational leadership. ( $r = 0.569$ ;  $p < 0.001$ ). Positive relationship between the transformational leadership dimensions and the intrinsic dimension of job satisfaction from ( $r = 0.412$ ) to ( $r = 0.447$ ), and between the extrinsic dimension from ( $r = 0.446$ ) to ( $r = 0.554$ ) were found. Among values, the first highest value was between the dimension of individual attention relation and extrinsic job satisfaction ( $r = 0.554$ ), the second highest value was the between the dimension of individualized consideration and extrinsic job satisfaction ( $r = 0.523$ ).

**Conclusion:** Trainers' point of view on transformational leadership has shown that the relationship between extrinsic job satisfaction and transformational leadership dimensions is usually stronger than intrinsic job satisfaction. In terms of the job satisfaction of trainers, leadership is not the determining factor alone when it comes to job-related environmental factors. In this study, it has been determined that transformational leadership is related to job satisfaction and when there is an expansion in the perception levels of trainers as to transformational leadership, their job satisfaction levels have also expanded.

### Keywords

Transformational Leader,  
Job Contentment,  
Coach,  
Sport.

### Article Info

Received: 17.08.2022

Accepted: 26.10.2022

Online Published: 15.12.2022

DOI: 10.18826/useeabd.1163328

## Dönüşümcü Liderlik ile İş Tatmini İlişkisinin İncelenmesi: Antrenörlere Yönelik Bir Uygulama

### Özet

**Amaç:** Bu çalışmada Gençlik ve Spor İl ve İlçe Müdürlüklerinde görev yapan antrenörlerin iş tatmini ile yöneticileri için algıladıkları dönüşümcü liderlik davranışları arasındaki ilişkinin incelenmesi amaçlanmıştır.

**Materyal ve Metot:** Çalışmada nicel yöntem, ilişkisel tarama modeli kullanılmış, katılımcılar kolayda örnekleme yöntemi ile belirlenmiş 381 antrenöre anket uygulanmıştır. Veri çözümlenmelerinde; yüzde (%), frekans (f), verilerin normalliği, tanımlayıcı istatistikler ve Pearson korelasyonu uygulanmış, anlam düzeyi  $p < 0,05$  ve güven aralığı %95 kabul edilmiştir.

**Bulgular:** Dönüşümcü liderliğin tüm boyutları ile iş tatmini arasında ilişki olduğu ve çalışanların dönüşümcü liderlik ile ilgili algılarında artış söz konusu olduğunda iş tatmini düzeylerinin de arttığı gözlenmiştir ( $r = 0,569$ ;  $p < 0,001$ ). Dönüşümcü liderlik alt boyutları ile iş tatmininin içsel alt boyutu arasında ( $r = 0,412$ ) den ( $r = 0,447$ ) ye ve dışsal alt boyutu arasında ( $r = 0,446$ ) dan ( $r = 0,554$ ) e kadar pozitif yönlü ilişki olduğu bulunmuştur. Bu değerler arasında en yüksek değer olarak bireysel ilgi boyutu ile dışsal iş tatmini ( $r = 0,554$ ), ikinci en yüksek değer ise idealleştirilmiş etki (atfedilen) boyutu ile dışsal iş tatmini ( $r = 0,523$ ) arasında olduğu tespit edilmiştir.

**Sonuç:** Antrenörlerin dönüşümcü liderliğe bakış açısı, dışsal iş tatmini ile dönüşümcü liderlik boyutları arasındaki ilişkinin genellikle içsel iş tatmininden daha güçlü olduğunu göstermiştir. Antrenörlerin iş tatmini açısından iş ile ilgili çevresel faktörler söz konusu olduğunda liderlik tek başına belirleyici faktör değildir. Bu çalışma, dönüşümcü liderliğin iş tatmini ile ilişkili olduğunu ve antrenörlerin dönüşümcü liderlik ile ilgili algı düzeylerinde artış söz konusu olduğunda iş tatmini düzeylerinin de arttığı belirlenmiştir.

### Anahtar Kelimeler

Dönüşümcü Lider,  
İş Doyumu,  
Antrenör,  
Spor.

### Yayın Bilgisi

Gönderi Tarihi: 17.08.2022

Kabul Tarihi: 26.10.2022

Online Yayın Tarihi: 15.12.2022

DOI: 10.18826/useeabd.1163328

<sup>1</sup>Responsible Author: Sports Management Program, Şişli Vocational School, İstanbul/Turkey, oznurayk@gmail.com, ORCID:0000-0002-0309-1337

<sup>2</sup>Faculty of Sports Sciences, Marmara University, İstanbul/Turkey, aytekin.alpullu@marmara.edu.tr, ORCID ID:0000-0002-2385-8179

\*This article is adapted from Öznur Ayık's Ph.D. Thesis titled "Dönüşümcü Liderlik ile İş Tatmini İlişkisinin İncelenmesi: Marmara Bölgesi Gençlik ve Spor İl ve İlçe Müdürlüklerinde Görevli Antrenörlere Yönelik Bir Uygulama".

## INTRODUCTION

The philosophy of management is related to the subject of voluntary cooperation of employees and the accomplishment of organizational goals. Accordingly, the management seeks to establish a business space where employees will best realize their individual goals to achieve organizational goals (Costello and Lee, 1974). Management, to determine the needs in creating a suitable business environment deals in detail with the behavior of the employees at work, their satisfaction with their job, and their motivation. It is concerned with employee satisfaction not only because of its intrinsic importance, but also because it has particularly important managerial consequences. The reason why job satisfaction is relevant is that the desire of employees to increase their effectiveness at work presents a managerial-oriented result (Erdoğan,1999). Organization managers, as a leader, should take an active part in the stage of conveying the goals of the organization to employees of all age groups, regardless of their working times (Alpullu and Tatar, 2010).

Leadership is a phenomenon that affects the feelings of individuals by being one of the most significant factors that enable the organization to achieve its goals, dragging people after it, and providing unity of purpose. Leadership value is an ever-increasing concept. Organizations need leaders who innovate and make change happen. The situation that creates a different effect in terms of the attitudes and behaviors of the attendants in the organization is the leader's job-oriented and person-oriented behavior (Çekmecelioğlu, 2014). As a different identity, the leader has male and female characteristics. In addition to the qualities that make a man strong, intelligent, having a quick mind, independent, and guiding mind, a woman has some qualities that are sincere, understanding, and liberating. Leaders are people who avoid engaging in deceptive behavior with individuals. Leaders are energetic individuals, have the joy of life, and are idiosyncratic, resurrected, and able to think about it with others (Biçer, 2005: Donuk, 2006).

It is also not possible for organizations where the leader does not influence individuals to fully achieve success. The concept of leadership, which is crucial in a social sense, has also become significant under the management of institutions and organizations, especially with the conditions of competition that have increased recently with globalization. Currently, the changefulness of the needs of managers and employees has caused the conventional leadership notion to be replaced by new leadership understandings such as transformational leadership. The transformational leadership approach, as one of the stages reached by research conducted in the field of leadership in recent times, integrates the management understanding and modes of activity necessary for businesses during the stages of restructuring and change (Özalp and Öcal, 2000). Transformational leadership is the process of activating the organizational structure and adopting the values and goals of the organization by influencing the beliefs, behavior, and value judgments of employees with reputation, confidence, and courageous personality traits by initiating a change in the organization that is compatible with the changing environmental conditions (Hoşcan et al, 2004).

Sports and physical activity services that are offered in sports establishments—as compared with the services in other sectors – require long-term and require that it will take place in the same plants where contact and sharing are intense, especially between trainers and participants (physical activity participants, sportspeople). Furthermore, the participant's participation oftentimes can be long-reaching and the competition dimension. Considering these qualities in sports institutions, to gratify the participants, it may be necessary to make more efforts of the trainers who are the main actors in the requirement of the service. Hence, job satisfaction becomes more of an issue in terms of enhancing the performance of trainers (Yıldız, 2011). At all levels, there will be enjoyment and despair that the employee sees, experiences, and obtains throughout his/her working life, where some experiences concerning his/her job, the organization, and the work environment are formed. In the light of this information accumulation of these emotions, the viewpoint of employees toward works, and institutions will have revealed. The concept of job satisfaction can explain as an indicator of satisfaction obtained from jobs in general (Luthans, 1995). The relationship between job satisfaction and leadership is among the significant subjects of ethology. In addition to the fact that these two issues have significant effects directly on the indirect impact of employees, they also have indirect effects on the performance of the institution. The behavior chosen by the administrator or leader; it is the fundamental determinant factor in the achievement of the organization, the achievement of its goals, and the satisfaction of the workman's business life. In the literature, there are a lot of investigations that deal with the subjects of

transformational leadership (Shin and Zhou, 2003) and job satisfaction (Clarke, 1997) separately. There are studies from multifarious sectors that research the impact of transformational leadership on job satisfaction. Research on preschool teachers (Tanrıverdi and Paşaoğlu, 2014), manufacturing management employees (Eren and Titizoğlu, 2014), Community Health personnel (Kırkpınar and İşcan, 2018), on the basis of studies with nurses (Mohammad et al, 2011), primary school teachers (Çobanoğlu, 2021; Bernarto 2020), Faculty of Sports Sciences instructors (Duyan, 2019), physical education teachers (Rizi et al, 2013), telecommunications company workers (Al-edenat 2018), and bank employees (Özbek and Bozkurt, 2020) can be given as examples in the literature. In all these studies, it has been observed that transformational leadership creates a meaningful and positive effect on job satisfaction. On the other side, in the trainers working in the Provincial-District Directorates of Youth and Sports, there is no research examining the relationships between both variables. Transformational leadership dimensions perceived by trainers working in Youth and Sports Provincial-District Directorates, the dimensions of the relationship between the qualification of the transformational leader and the work satisfaction of the trainers constitute the original structure of the research. The course of action preferred by the leader and manager; it is the most outstanding indicator of the progress of the organization and the achievement of its goals and employee satisfaction in his working life.

In this study, it is intended to evaluate the relationship between the job satisfaction of trainers serving in the Youth and Sports Provincial and County Directorates and the transformational leadership behaviors they perceive of their managers. The study was conducted with the view that high relationship between transformational leadership behaviors and job satisfaction. With this research, the association of trainers' perceptions of transformational leadership to job satisfaction levels is tested with stated research hypotheses, examining the relationship between the two variables in the context of trainers tasked with Youth and Sports Provincial-County Directorates demonstrates the essence of the investigation. To achieve more generalizable results, the execution of this study, which was carried out in the Marmara Region, with trainers working in different economic, geographical, and cultural regions, is thought to be important in the sense of filling a fundamental gap in the body of literature and guiding practitioners.

## MATERIAL AND METHOD

This study has been projected according to quantitative research methods. The aims to examine the relation between trainers' job satisfaction serving in Youth and Sports Provincial and County Directorates and transformational leadership behaviors they perceive of their managers. In the research, the correlational survey model was used within the scope of the survey model.

### Participants

The population of research of the study consisted of 748 trainers taken in the Provincial and District Directorates of Youth and Sport, İstanbul, Tekirdag, Edirne, Kirklareli, Sakarya, Kocaeli, Yalova, Bursa, Balıkesir, Canakkale, Bilecik located in the Marmara Region. The sample of the study were 381 trainers that have accepted the voluntary participation in the study. In the study, the "convenience sampling" method was used as the sampling technique. The study was applied with the approval of the ethics committee report dated 22.03.2021-44.

### Data Collection Tools

Transformational leadership behaviors enable trainers to be more innovative and creative, capturing intrinsic and extrinsic motivation in job satisfaction, as well as helping them develop new ideas and thoughts that adapt to challenges and outer environments for the objective of our study, not only the transformational leadership-related the branch of "Multifactor Leadership Questionnaire (MLQ)" scale was used for trainers but also the "Job Satisfaction Scale" was used to evaluate job satisfaction.

**Transformational Leadership Scale:** To measure the level of transformational leadership, the transformational leadership part of the "Multifactor Leadership Questionnaire (MLQ)" scale, originally developed by Bass and Avolio and adapted into Turkish by Bolat (2008) was used. The transformational leadership scale ("1= strongly disagree" "2=disagree" "3=undecided" "4=agree" and "5=strongly agree") is in the form of a 5-point likert. This scale has 5 dimensions [idealized influence (referred to) (items 9, 10, 11, 12), idealized influence (behavior) (items 13, 14, 15, 16), inspirational motivation (items 5, 6, 7, 8), intellectual stimulation (items 1, 2, 3, 4) and individualized consideration (items 17,

18, 19, 20)] and 20 items.

**Job Satisfaction Scale:** “Job Satisfaction Scale” that was developed by Chang and Chang (2007) and adapted into Turkish by Yıldız (2014) was used for measuring job satisfaction. The job satisfaction scale (“1=strongly disagree” “2=disagree” “3=undecided” “4=agree” and “5=strongly agree”) is in the form of a 5-point likert. This scale has 2 dimensions (intrinsic satisfaction and extrinsic satisfaction) and 10 items. The intrinsic satisfaction dimension (items 1, 2, 3, 4, 5) is directly related to the business continuity, the diversity of the job, the possibility of serving people, the possibility of application, social standing, and accountability. Extrinsic satisfaction dimension (items 6, 7, 8, 9, 10) refers to job satisfaction that are not directly related to the job, such as working conditions, job policy and being appreciated (Chang and Chang, 2007).

The reliability coefficient value of all articles of scales belonging to transformational leadership and job satisfaction used in the study was 0.98 of the Cronbach's Alpha value on transformational leadership scale, and the Cronbach's Alpha value on the job satisfaction was discovered to be 0.85. According to this result, it was conclusion reached that the transformational leadership and job satisfaction scales are "very reliable".

### Data Collection

That survey was conducted through Google forms with the "online survey system" after getting permission from the Ministry of Youth and Sports. Necessary explanations were made to each trainer about the questionnaire, the data were collected on a voluntary basis and total of 381 surveys were included in the scope of the research. This implementation has been actualized between the dates of June 2021-September 2021.

### Statistical Analysis

SPSS 22 was used for statistical analysis. While evaluating the data, descriptive statistical methods (Number, Mean, Standard deviation, Minimum, Maximum) were used. The kurtosis-skewness values were investigated to determine whether the data had a normal dispersion. Since the skewness and kurtosis values of the Transformational Leadership Scale (Skewness: -,643 Kurtosis: -,470) and Job Satisfaction Scale (Skewness: -,432 Kurtosis: -,588) used in the research were within the acceptable range, the data set indicated a normal distribution and it was thought that it would be appropriate to use parametric test techniques. The determination of the relationship between the dependent variables of the study was tested with Pearson Product-Moment correlation (r) analysis. In the analysis used in the research, the statistical significance level was accepted as  $p < .05$  and the confidence interval was 95%.

## RESULTS

**Table 1.** Transformational Leadership and Job Satisfaction Descriptive Statistics

	N	X	SS(±)	Minimum	Maximum
<b>Intellectual Stimulation</b>	381	3,7539	1,05037	1,00	5,00
<b>Inspirational Motivation</b>	381	3,7769	1,12277	1,00	5,00
<b>Idealized Influence (Referred to)</b>	381	3,8333	1,09565	1,00	5,00
<b>Idealized Influence (Behavior)</b>	381	3,9088	1,01650	1,00	5,00
<b>Individualized Consideration</b>	381	3,7480	1,12588	1,00	5,00
<b>Transformational Leadership</b>	381	3,8042	1,01711	1,00	5,00
<b>Intrinsic Satisfaction</b>	381	4,3018	,75332	1,80	5,00
<b>Extrinsic Satisfaction</b>	381	3,4787	,93081	1,20	5,00
<b>Job Satisfaction</b>	381	3,8903	,74296	1,90	5,00

It seems that the transformational leadership levels of the trainers are higher in all dimensions ( $\bar{x}=3,8042$ ). It seems that the job satisfaction levels and in dimensions of the trainers are higher ( $\bar{x}=3,8903$ ).

**Table 2.** Pearson Correlation analysis between Transformational Leadership and Job Satisfaction

Variables	1	2
<b>1- Transformational Leadership</b>	r	1
	p	,569**
	n	381
<b>2- Job Satisfaction</b>	r	,569**
	p	,000
	n	381

\*p<0,05 \*\*p<0,01; 1- Transformational Leadership, 2- Job Satisfaction

According to the results of the Table 2, there is a considerable positive connection between job satisfaction levels and transformational leadership of the trainers ( $r= 0,569$ ;  $p<0,001$ ). If the transformational leadership perceptions of trainers increase, the job satisfaction levels also increase.

**Table 3.** Correlation Analysis between Transformational Leadership and Job Satisfaction

Transformational Leadership Variables	Extrinsic Job Satisfaction	Intrinsic Job Satisfaction
<b>Idealized Influence (Referred to)</b>	r	,523**
	p	,000
	n	381
<b>Idealized Influence (Behavior)</b>	r	,492**
	p	,000
	n	381
<b>Inspirational Motivation</b>	r	,520**
	p	,000
	n	381
<b>Intellectual Stimulation</b>	r	,446**
	p	,000
	n	381
<b>Individualized Consideration</b>	r	,554**
	p	,000
	n	381

\*p<0,05 \*\*p<0,01

According to the results of the Table 3, it has found that is a positively relation between the transformational leadership dimensions with intrinsic and extrinsic dimensions of job satisfaction from ( $r=0,412$ ) to ( $r=0,554$ ). Among these values, the first highest positive value has been found between the individualized consideration dimension and extrinsic job satisfaction ( $r= 0,554$ ), while the second highest value has been found between the idealized influence (referred to) dimension and extrinsic job satisfaction ( $r= 0,523$ ).

## DISCUSSION

This study aims to examine the relation between trainers' job satisfaction serving in Youth and Sports Provincial and County Directorates and transformational leadership behaviors they perceive of their managers. Within this framework, the Marmara region Youth and Sports provincial and District Directorates of trainers who work in "Multifactor Leadership Questionnaire (MLQ)," scale, transformational leadership, and job satisfaction part of the scale using the scale transformational leadership scale idealized influence (referred to), idealized influence (behavior), inspirational motivation, intellectual stimulation, individualized consideration) sub-scale dimensions and job satisfaction (intrinsic satisfaction, extrinsic satisfaction) all sub-examined the relationship between extents.

According to our research results: An actuarially significant positive relationship has been identified between transformational leadership and job satisfaction levels of trainers ( $r= 0,569$ ;  $p<0,001$ ). If the transformational leadership perceptions of trainers increase, job satisfaction levels also increase.

Accordingly, it can be said that one of the important elements that ensure job satisfaction of trainers is transformational leadership. Consistent with our study; In their study on teachers, Tanrıverdi and Paşaoğlu (2014), states that as the perception of transformational leadership they develop against school administrators increases, their job satisfaction levels increase in a similar way ( $r=0.274$ ). In his study with primary school teachers, Çobanoğlu (2021) concluded that shows a significant relationship between transformational leadership and job satisfaction ( $r = 0.633$ ). In his research with inspectors and teachers, Sung (2007) concluded that transformational leadership has a high effect on job satisfaction ( $r=0.378$ ). In their study with public employees, Sökmen and Benk (2020) found that transformational leadership has a significant positive relationship ( $r=0.429$ ) on job satisfaction. In their study with bank employees, Abouraia et al. (2017) confirmed that there is an active, highly significant relationship between transformational leadership and job satisfaction ( $\beta=.82^*$ ). In his study with the faculty members of the Faculty of Sport Sciences, Duyan (2019) states that the transformational leadership has a positive and significant effect on job satisfaction ( $\beta= .375$ ). In their study with bank employees Bushra et al. (2011) found that transformational leadership has a positive and significant relationship on job satisfaction ( $r=0.61^*$ ). The results of this studies, which were conducted in different sectors, reveal that even though there are sectoral differences, the transformational leadership is positively related to the job satisfaction level of the employees. Unlike the results of our study, in a study with packaging industry workers in Tangerang, Singgih (2020) concluded that shows a negative relationship the transformational leadership between job satisfaction ( $\beta= .017$ ). Purwanto and Asbari (2020) concluded that the transformational leadership style did not have a significant effect on performance in their study with the faculty members of the Faculty of Health Sciences ( $r= -0.17$ ). Especially when we look at the relationship between transformational leadership and job satisfaction, which is the main subject of our study, in terms of both positive and significant effects, it is thought that the difference between the studies is due to the sectoral situation. It can be said that the trainers, who are the main task in the provision of services in the sports sector and who are in one-to-one contact with the participants, need more transformational leadership behavior from their superiors to increase their performance and ensure the satisfaction of the participants.

An actuarially high positive relationship has been found between the idealized influence (referred to) dimension of transformational leadership and the intrinsic job satisfaction dimension ( $r=0,412$ ;  $p<0,01$ ). If idealized influence (referred to) levels of trainers increase, their intrinsic satisfaction levels also increase. A statistically significant positive high relationship has been found between the idealized influence (referred to) dimension of transformational leadership and the extrinsic satisfaction dimension of job satisfaction ( $r=0,523$ ;  $p<0,01$ ). If idealized influence (referred to) levels of the trainer's increase, their extrinsic satisfaction levels also increase. Consistent with our study; in his study with bank employees, Akdeniz (2010) stated that there is a significant and positive relationship between the idealized effect of the leader and job satisfaction ( $r=0.249$ ). In the study on hospital workers, Mohammad et al. (2011) found that a statistically positive and high correlation between the idealizing effect (attributed) dimension and the internal ( $r=0.421$ ) and external satisfaction ( $r=0.212$ ). In his study with nurses, Negussie (2013) found that there is a significant relationship between the idealized effect (attributed) dimension and internal ( $r=0.45^*$ ) and external satisfaction ( $r=0.27^*$ ). In his investigation, conducted by Khan (2020) on the banking sector, that the idealized effect (attributed) dimension is internally and externally significant on the job satisfaction of employees. ( $\beta = .727$ ). A statistically high positive relationship has been found between the idealized influence (behavior) dimension of transformational leadership and the intrinsic job satisfaction dimension ( $r =0,447$ ;  $p<0,01$ ). If idealized influence (behavior) levels of trainers increase, their intrinsic satisfaction levels also increase. A statistically significant positive high relationship has been found between the idealized influence (behavior) dimension of transformational leadership and the extrinsic satisfaction dimension of job satisfaction ( $r=0,492$ ;  $p<0,01$ ). It has been concluded that if idealized influence (behavior) levels of the trainer's increase, their extrinsic satisfaction levels also increase. Consistent with our study; In their study with company employees in various sectors, Gitoho et al. (2016) found that the idealized impact dimension of transformational leadership has a positive relationship with employee job satisfaction ( $r=0,299$ ) and in the research with employees of the mobile telecommunications sector, Tetteh and Brenyah (2016) stated that idealized effect is in a significant relationship with intrinsic satisfaction ( $\beta =,441$ ). In the research on bank employees, Khan (2020) states that the idealized effect (behavior) dimension is internally and externally significant on employee job satisfaction ( $\beta = ,796$ ). In his study

conducted by Duyan (2019) with the faculty members of the Faculty of Sport Sciences, it was stated that there is a positive effect between the idealized effect size and extrinsic job satisfaction ( $\beta = ,335$ ). Unlike the results of our study, Verma's (2014) findings ( $\beta = -,13$ ) stated that the idealized effect dimension of principals' leadership style has a negative significant relationship with teachers' job satisfaction and in the research with employees of the mobile telecommunications sector, Tetteh and Brenyah (2016) concluded that there is an insignificant relationship between idealized effect size and extrinsic satisfaction ( $\beta = ,002$ ). The dimension called idealized influence refers to the acceptance of transformational leaders as "ideal" by their employees. Employees admire and respect their leaders, accept, and trust them as role models. The personality traits and behaviors of the leader are appreciated by the employees, so it can be said that they expect the leaders to share their feelings in creating values, beliefs, and common goals in terms of creating a vision and mission for the trainers.

A statistically positive relationship has been found between the inspirational motivation dimension of transformational leadership and the intrinsic job satisfaction level ( $r=0,442$ ;  $p<0,01$ ). It can be said that as the level of inspiration motivation of trainers increases, their intrinsic satisfaction levels correspondingly increase. A statistically significant positive relationship has been determined between the inspirational motivation level of transformational leadership and the extrinsic satisfaction level of job satisfaction ( $r=0,520$ ;  $p<0,01$ ). If the inspirational motivation levels of the trainers increase, their extrinsic satisfaction levels also increase. Consistent with our study; In their study with teachers, Tok and Bacak (2013) found that there was a slightly higher relationship in the dimension of inspirational motivation ( $r=,214$ ) than the others. In his work with the instructors at the university, Awuah and Agyei (2020) stated that inspirational motivation is in a significant relationship with internal ( $r=0,484$ ) and external satisfaction ( $r=0,440$ ). In the research with employees of the mobile telecommunications sector, Tetteh and Brenyah (2016) stated that inspirational motivation is in a significant relationship with intrinsic satisfaction ( $\beta = ,350$ ) and extrinsic job satisfaction ( $\beta = ,105$ ). In the study conducted by Gitoho et al. (2016) with company employees in various sectors, they have stated that inspirational motivation is in a significant relationship with employee job satisfaction ( $r=0,305$ ). It is appraised that the inspirational motivation dimension is internally and externally significant on the job satisfaction of employees in research conducted by Khan (2020) on banking employees ( $\beta = ,701$ ). The transformational leadership dimension, which is called inspirational motivation, focuses on directing employees by activating and inspiring. It can be said that it is important for leaders to unite trainers around these goals by creating team spirit, displaying excitement and optimism, creating a forward-looking vision and a sense of common purpose.

A statistically positive meaningful relationship has been found between the intellectual stimulation dimension and the intrinsic dimension of the job satisfaction scale ( $r=0,320$ ;  $p<0,01$ ). If the intellectual stimulation levels of the trainers increase, their intrinsic satisfaction levels correspondingly increase. A statistically positive meaningful relationship has been found between the intellectual stimulation dimension of the transformational leadership scale and the extrinsic satisfaction dimension of the job satisfaction scale ( $r=0,446$ ;  $p<0,01$ ). If the intellectual stimulation levels of the trainers increase, their extrinsic satisfaction levels also increase. Consistent with our study; In their study with university office staff, Hanaysha et al. (2012) found positive relationship among intellectual stimulation and job satisfaction ( $r=0,962$ ). In their study with hospital workers, Mohammad et al. (2011) stated that is a strongly positive relationship between intellectual stimulation and intrinsic ( $r=0,48^*$ ) and extrinsic satisfaction ( $r=0,35^*$ ). In their study with bank employees, Lee, Cheng, Yeung, and Lai (2011) stated that there is a relation between intellectual stimulation and job satisfaction ( $r=0,493$ ) and in the research with employees of the mobile telecommunications sector, Tetteh and Brenyah (2016) concluded that there is a significant relationship between intellectual stimulation and intrinsic satisfaction ( $\beta = ,122$ ) and extrinsic satisfaction ( $\beta = ,197$ ). In his work with the instructors at the university, Awuah and Agyei (2020) stated that intellectual stimulation is a significant relationship with intrinsic satisfaction ( $r=0,457$ ) and extrinsic satisfaction ( $r=0,503$ ). In their study with college academics, Munir et al. (2012) shows that there is a significant relationship between the intellectual stimulation dimension with job satisfaction ( $r=0,518$ ). In his research on bank employees, Khan (2020) states that the intellectual stimulation dimension is internally and externally significant on the job satisfaction of employees ( $\beta = ,746$ ). The intellectual stimulation dimension refers to the leader's guidance and encouragement of employees on issues such as encouraging creativity, being innovative, and developing problem-solving skills. Since it is aimed to try new approaches and create a transformative organizational environment,

intellectual stimulation behavior is more needed to ensure intrinsic and extrinsic satisfaction of trainers.

A statistically positive and meaningful relationship has been found between the individual consideration dimension of the transformational leadership scale and the intrinsic satisfaction dimension of the job satisfaction scale ( $r=0,445$ ;  $p<0,01$ ). If the individualized consideration levels of the trainers increase, their intrinsic satisfaction levels correspondingly increase. A statistically positive meaningful relationship has been found between the individualized consideration dimension of the transformational leadership scale and the extrinsic satisfaction dimension of the job satisfaction scale ( $r= 0,554$ ;  $p<0,01$ ). If the individualized consideration levels of the trainers increase, their extrinsic satisfaction levels also increase. Consistent with our study; In their research of company employees in Malaysia, Long et al. (2014) concluded that individualized thinking has a significant relationship on job satisfaction ( $r=0.174$ ). In the study conducted by Awuah and Agyei (2020) with university lecturers, shows a significant relationship between the individual consideration dimension and internal job satisfaction ( $r=0.535$ ) and external job satisfaction ( $r=0.425$ ). In their study with managers and staff working at a foundation university, Mert et al. (2019) stated that the dimension of transformational leadership shows a significant relationship between individualized influence and extrinsic satisfaction ( $r=0.271$ ). In their study with company employees in various sectors, Gitohi et al. (2016) shows that individualized thinking has a significant effect on job satisfaction ( $r=0.282$ ). In the study with primary school teachers, Verma (2014) stated that the job satisfaction factor and the highest correlation value were between the individual interest factor ( $r=0.49^*$ ). In the study with mobile telecommunication sector employees, Tetteh and Brenyah (2016) stated that shows a significant relationship between individualized influence and extrinsic satisfaction ( $\beta=.121$ ). Unlike the results of our study, Tetteh and Brenyah (2016), in the study with mobile telecommunication sector employees, stated that the dimension of transformational leadership shows a negative relationship between individualized evaluation ( $\beta=-.057$ ) and intrinsic satisfaction. It is thought that extrinsic factors are more effective in the individual interest dimension in this difference. Because it is very important at the individual level to try to create an organizational environment that will enable employees to do their jobs without feeling that they are controlled. The leader pays attention to the concerns and ideas of the employees by listening to them. He/she makes suggestions to improve themselves and spares time for them as well as creating an environment where they can learn. It is necessary to enable people to develop their potential by doing these in accordance with the benefit of the organization. It can be said that all these behaviors require more individual attention behavior to provide intrinsic and extrinsic satisfaction of the coaches and will contribute to the benefit of the organization by increasing the efficiency of the trainers.

In our consideration, it provides evidence that determines that all dimensions of transformational leadership are in a mutual relationship with job satisfaction and reinforces the fact that transformational leadership is vigorous. All in all, it has been observed that transformational leadership and job satisfaction have relation and that job satisfaction levels also increase when it comes to augmenting employees' perceptions of transformational leadership. Among these values, the highest positive value has been found between the individualized consideration dimension and extrinsic job satisfaction ( $r= 0.554$ ), while the second highest value has been found between the idealized influence (referred to) the dimension and extrinsic job satisfaction ( $r= 0.523$ ).

In parallel with these developments, in the study conducted by Shibu (2011) with textile company employees, it has stated that the transformational leadership style positively affected the job satisfaction of those in the lower rank, and it varied from ( $r=0.506$ ) to ( $r=0.631$ ) between entire dimensions of transformational leadership with job satisfaction. The idealized influence size ( $r=0.631$ ) was identified in the study to have the strongest positive correlation. In his investigation, conducted by Khan (2020) on the banking sector, the idealized influence (behavior) ( $\beta = .796$ ) and individualized consideration ( $\beta = .746$ ) demonstrate that its dimensions have the highest grade of significance on the job satisfaction. Transformational leadership and job satisfaction between components from ( $r = 0.64^*$ ) to ( $r = 0.71^*$ ) are a condition that indicates it was inferred that the relationship is so substantial in Ahanger's (2009) study of bank sector employees. In the study, it has been discovered that the highest positive relationship was found not only in the idealized influence level ( $r=0.71^*$ ) but also in the individual consideration level ( $r = 0.67^*$ ). In research by public sector employees, Voon et al. (2011) discovered that the dimensions of transformational leadership include job satisfaction and inspiring motivation ( $=.266$ ), intellectual stimulation ( $=.226$ ), self appraisal ( $=.179$ ), and the idealized influence ( $=.104$ ), all of which were shown to be positively associated. In his work with the instructors at the university, Awuah and



Agyei (2020) stated that is a strong positive linked with between transformational leadership all dimensions with intrinsic and extrinsic job satisfaction. The idealized influence dimension with extrinsic job satisfaction has the highest values ( $r=0.538$ ), implying the level of individual consideration. The relationship between intrinsic and extrinsic job satisfaction has been described as positive and highly significant ( $r=0.535$ ). It is appraised that transformational leadership demonstrates a positive and substantial association between the level of individualized influence and extrinsic satisfaction in research conducted by Tetteh and Brenyah (2016) on employees of the mobile telecommunications sector ( $\beta =.121$ ).

In her research on bank employees, Puni (2018) states that entire dimensions of transformational leadership have a positive effect on job satisfaction. The individual consideration level, with an ( $r=0.37^*$ ) is shown to have the highest amount of meaning among these values, just like in our study. In his study with teachers, Nyenyembe (2016) concluded that having a personalized mindset has an important effect on job satisfaction ( $\beta=.12^*$ ). In their research of Pennsylvania high-school teachers, Kieras and Gutmore (2014) indicated that individualized consideration had a considerable influence on both internal and external job satisfaction. Additionally, in their study with instructors, Evans & Johnson (1990) discovered a significant relationship between receiving individualized consideration and job satisfaction. In his study with teachers, Teswaf (2014) found that entire dimensions of transformational leadership and job satisfaction were significantly and positively associated with each other, with idealized influence (referred to) and job satisfaction being the most significant correlation ( $r=.49^*$ ). The conclusions of our research are consistent with those published in the body of literature. "Altruism is a persistently significant feature in interactions between a leader and their subordinates, according to Bass (1985). Generally negotiating the leader helps the subordinates be much more effective and efficient. Employee involvement in choices that have an impact on their requirements for personal growth and careers is crucial. Individualized-thinking leaders try to view their staff members as unique people and to be concerned about their growth." The fact that the transformational leadership dimension's individual interest and idealized influence (referred) dimension has the highest impact on job satisfaction demonstrates the importance of the leader's and transformational leaders' behavior in terms of being role models for their followers. The conclusions of our research are consistent with those published in the body of literature. This conclusion is thought to be a result of the significant and close relationship that exists between transformative leadership and job satisfaction. There is parallelism between the findings of studies in literature as to transformational leadership and job satisfaction relation and those obtained in our study.

## CONCLUSION

Transformational leadership style has a critical role in employee satisfaction. In our study, it was concluded that transformational leadership plays a prominent role in the relationship between trainers' job satisfaction. This implies that management should focus on leadership styles in order to create a higher sense of commitment in employees. Our study has reached a significant result that shows a significant relationship between the internal and external job satisfaction of the trainers and the dimensions "idealized influence (behavior)", "idealized influence (attributed)", "inspiration motivation", "intellectual stimulation" and "individualized interest". Trainers' point of view on transformational leadership has shown that the relationship between extrinsic job satisfaction and transformational leadership dimensions is usually stronger than intrinsic job satisfaction. In terms of the job satisfaction of trainers, leadership is not the determining factor alone when it comes to job-related environmental factors. It is obvious that the most major determinants in enhancing employees' levels of job satisfaction are the leader's awareness of each employee's demands, ongoing efforts to maximize each employee's potential, and provision of personal guidance, coaching, mentoring, and development opportunities. If directors could adapt transformational leadership techniques, trainers would be motivated to give off their best since this will go a long way to boost their satisfaction and contentment to increase institutional productivity. While the organizational commitment, trust, efficiency, and performance increase in coaches with high job satisfaction, it also reduces the tensions in the working environment and the intention to leave the job. Therefore, it can be said that one of the ways for Provincial and District Directorates of Youth and Sports to reach their goals more easily is to have trainers with high job satisfaction.

The study recommends future studies in similar settings with bigger sample sizes from institutions. This study emphasis on the efficacy of transformational leadership leads, at the same time, it is obvious that the leadership styles of the managers have an important effect of the job satisfaction of the trainers.

## PROPOSALS

In the 2020–2021 season, trainers employed by the Marmara Region's Provincial and District Directorates of Youth and Sports are included in the research.

As a result of the results obtained from our research, our recommendations are as follows:

In order to increase the job satisfaction of the trainers working in the Youth and Sports Provincial and District Directorates and as a result, to gain characteristics such as organizational commitment, organizational confidence and efficiency it can be suggested that the person in the executive position take up seriously the transformational leadership and shows the essential behaviors in this sense. Thus, by creating a common goal, inspiring them and increasing efficiency, it can enable the performance of trainers to emerge. As a result, trainers who are more efficient and effective can contribute more to their institution. In order to ensure innovation in Youth and Sports Provincial and District Directorates, a system of trust and loyalty should be established among the coaches within the institution, measures should be taken to support their needs, and their problems should be focused, reducing the stress of trainers by providing individual guidance as a role model, studies can be carried out to increase job satisfaction. It is also applicable for ministries and agency directors to create programs to help promote transformational leadership skills. This research has been studied regionally and institutions can be included in the research within the general framework. This research has been studied regionally and different institutions can be included in the research in general. Continuing similar studies to be carried out later from different geographical regions and with larger samples will contribute to reaching different results on the subject.

## REFERENCES

- Abouraia, M.K. & Othman, S. M. (2017). Transformational leadership, job satisfaction, organizational commitment and turnover intentions: the direct effects among bank representatives. *American Journal of Industrial and Business Management*, 7, 404-423
- Ahanger, R.G. (2009). Building managers as transformational leaders in public sector banks, *International Review of Business Research Papers*, 5(5), 355-364
- Akdeniz, M. (2010) Dönüştürücü liderlik ve astların iş tatmini arasındaki ilişki ve bir araştırma (Yüksek Lisans Tezi). İstanbul Üniversitesi, Sosyal Bilimler Enstitüsü, İstanbul.
- Al-edenat, M. (2018). Reinforcing innovation through transformational leadership: mediating role of job satisfaction. *Journal of Organizational Change Management*. doi: 10.1108/JOCM-05-2017-0181
- Alpullu, A. & Tatar, G. (2010). İstanbul gençlik spor il müdürlüğü çalışanlarının toplam kalite ve liderlik anlayışlarının incelenmesi. *Atatürk Üniversitesi Beden Eğitimi ve Spor Bilimleri Dergisi*, 13-20.
- Awuah, E.B. & Agyei, S.K. (2020). Effects of transformational and transactional leadership styles on job satisfaction: The Case of Cape Coast Technical University. *International Journal of Education and Evaluation* E-ISSN 2489-0073 P-ISSN 2695-1940, 6(4)
- Bass, B. M. (1985). *Leadership and performance beyond expectations*. New York: The Free Press
- Bernarto, İ., Bachtar, D., Sudibjo, N., Suryawan, İ.N., Purwanto, A. & Asbari, M. (2020). Effect of transformational leadership, perceived organizational support, job satisfaction toward life satisfaction: Evidences from indonesian teachers, *International Journal of Advanced Science and Technology*, 29(3), 5495-5503
- Bıçer, T. (2005). *Liderlik ve ötesi*. Kobiefor, İstanbul, 78
- Bolat, T. (2008). *Dönüşümlü liderlik personeli güçlendirme ve örgütsel vatandaşlık davranışı ilişkisi*. Ankara: Detay Yayıncılık.
- Bushra, F., Usman, A. & Naveed, A. (2011). Effect of transformational leadership on employees'

- job satisfaction and organizational commitment in banking sector of lahore (Pakistan). *International Journal of Business and Social Science*, 2, 18: 263
- Chang, C.S. & Chang H.H. (2007). Effects of intenal marketing on nurse job satisfaction and organizational commitment: Example of medical centers in Southem Taiwan. *Journal of Nursing Research*, 15(4),265-273.
- Clarke, A. (1997). Why are woman so happy at work? *Labour Economics*,4(1),439-459
- Costello, J. & Lee S.M. (1974). Needs fulfillment and job satisfaction of professionals: public personnel management, 3(5), 454-461
- Çekmecelioğlu, H.G. (2014). Göreve ve insana yönelik liderlik tarzlarının örgütsel bağlılık, iş performansı ve işten ayrılma niyeti üzerindeki etkileri, *KOSBED*,28,21 – 34
- Çobanoğlu, N. (2021). Transformational leadership job satisfaction's relationship with innovativeness in elementary schools, *Journal of Education for Life*, 35(2), 696-714
- Donuk, B. (2006). türkiye profesyonel futbol ligleri antrenörlerinin liderlik tarzlarının incelenmesi ve bir model yaklaşım. *Marmara Üniversitesi Sağlık Bilimleri Enstitüsü (Doktora tezi)*, İstanbul
- Duyan, M. (2019). Dönüşümcü liderliğin iş tatmini üzerine etkisi: spor bilimleri fakülteleri akademik personeli üzerinde bir uygulama, *Muğla Sıtkı Koçman Üniversitesi Sağlık Bilimleri Enstitüsü (Doktora tezi)*, Muğla
- Erdoğan, İ. (1999). *İşletme Yönetiminde Örgütsel Davranış*, İstanbul, s.245.
- Eren, M.Ş. & Titizoğlu, Ö.Ç. (2014). Dönüşümcü ve etkileşimci liderlik tarzlarının örgütsel özdeşleşme ve iş tatmini üzerindeki etkileri, *Selçuk Üniversitesi İktisadi Ve İdari Bilimler Fakültesi Sosyal Ve Ekonomik Araştırmalar Dergisi*, 14(27),275-303
- Evans, V. & Johnson, D. J. (1990). The relationship of principals' leadership behavior and teachers' job satisfaction and job-related stress, *Journal of Instructional Psychology*, 17(1), 11–18.
- Gitoho, S.W., Muchara, M., Ngugi, J.S. (2016). Influence of transformational leadership style on employee job satisfaction: case study of firms listed at the NSE, *International Journal of Novel Research in Marketing Management and Economics Vol. 3, Issue 2*, pp: (177-190), Month: May - August 2016, Available at: [www.noveltyjournals.com](http://www.noveltyjournals.com),177-190
- Hanaysha, J.R.M., Khalid, K., NikMat, N.K., Sarassina, F., Rahman, M.Y.B., Zakaria, A.S.B. (2012). Transformational leadership and job satisfaction, *American Journal of Economics June, Special Issue: 145-148*. doi: 10.5923/j.economics.20120001.32
- Hoşcan, Y., Oktal, Ö., Hepkul, A., Kağmıçoğlu, H. & Sevim, A. (2004). *Yönetim bilgi sistemi*. Eskişehir: AÖF yayınları.
- Karasar, N. (2012). *Bilimsel araştırma yöntemi* (23. Baskı). Ankara: Nobel Yayın Dağıtım
- Khan, S.R., Anjam, M., Faiz, M.A., Khan, F. & Khan, H. (2020). Probing the effects of transformational leadership on employees' job satisfaction with interaction of organizational learning culture, *SAGE Open April-June: 1–9* © doi: 10.1177/2158244020930771 [journals.sagepub.com/home/sgo](http://journals.sagepub.com/home/sgo)
- Kırkpınar, S. & İşcan, Ö.F. (2018). Liderlik tarzlarının iş tatmini ve örgütsel bağlılığa etkileri, *Hacettepe Sağlık İdaresi Dergisi*, 21(1): 65-85
- Kieres, H. K. & Gutmore, D. (2014). A study of the value added by transformational leadership practices to teachers' job satisfaction and organizational commitment, *NCPEA Educational Leadership Review of Doctoral Research*, 1(1), 175-184.
- Lee, P. K. C., Cheng, T. C. E., Yeung, A. C. L., & Lai, K. (2011). An empirical study of transformational leadership, team performance and service quality in retail banks. *Omega*, 39(6), 690–701.
- Long, C.S., Yusof, W.M.M., Tan Owee Kowang, T.O., & Heng, L.H. (2014). The impact of transformational leadership style on job satisfaction, *World Applied Sciences Journal* 29 (1): 117-124, 2014 ISSN 1818-4952 © IDOSI Publications, doi: 10.5829/idosi.wasj.2014.29.01.1521.
- Luthans, F. (1995). *Organizational behavior*. New York: Mc. Graw Hill Publishing. (3rd. Ed.) 170-172.
- Mert, G., Dördüncü, H. & İncaz, S. (2019). Dönüştürücü liderlik davranışlarının iş tatmini üzerindeki etkisi: vakıf üniversitesi örneği, *Uluslararası Sosyal Araştırmalar Dergisi* 12 (65), Ağustos, 1169-1182. doi: <http://dx.doi.org/10.17719/jisr.2019.3526>

- Mohammad, S.İ.S, AL-Zeaud, H.A. & Batayneh, A.M.E. (2011). The relationship between transformational leadership and employees' satisfaction at Jordanian private hospitals, BEH - Business and Economic Horizons, 5(2), April, 35-46.
- Munir, R.I.S., Rahman, R.A., Malik, A. & Ma'Amor, H. (2012). Relationship between transformational leadership and employees 'job satisfaction among the academic staff, International Congress on Interdisciplinary Business and Social Science (ICIBSoS 2012), Procedia - Social and Behavioral Sciences 65.885-890.
- Negussie, N. & Demissie, A. (2013). Relationship between leadership styles of nuresse managers and nurses' job satisfaction in jimma university specialized hospital, Ethiopian Journal of Health Sciences, March,23(1), 49-58.
- Nyenyenbe, F.W., Maslowski, R., Nimrod, B.S. & Peter, L. (2016). Leadership styles and teachers' job satisfaction in tanzanian public secondary schools, Universal Journal of Educational Research 4(5): 980-988. doi: 10.13189/ujer.2016.040507,980-988.
- Özalp, İ. & Öcal, H. (2000). Örgütlerde dönüştürücü (transformational) liderlik yaklaşımı, Balıkesir Üniversitesi Sosyal Bilimler Enstitüsü Dergisi,3 (4), 209.
- Özbek, Ö. & Bozkurt, S. (2020). The investigation of generational differences in the effect of transformational leadership on organizational commitment and job satisfaction: A research in the pharmaceutical industry\*, Istanbul Management Journal, 89, 23-46.doi: 10.26650/imj.2020.89.0002 <http://imj.istanbul.edu.tr>.
- Puni, A., Mohammed, I. & Asamoah, E. (2018). Transformational leadership and job satisfaction: the moderating effect of contingent reward. Leadership & Organization Development Journal, doi: 10.1108/LODJ-11-2017-0358.
- Purwanto, A. & Asbari, M. (2020). Model Pengaruh Gaya Kepemimpinan Authentic, Authoritarian, Transformational, Transactional Berpengaruh Terhadap Kinerja: Studi Pada Kinerja Dosen Perguruan Tinggi di Jawa Tengah. EduPsyCouns: Journal of Education, Psychology and Counseling, 2(1), ISSN Online: 2716-4446-s,227-245.
- Rizi, R.M., Azadi, A., Farsani, M.E. & Aroufzad, S. (2013). Relationship between leadership styles and job satisfaction among physical education organizations employees, European Journal of Sports and Exercise Science, 2013, 2 (1):7-11
- Shibru, B. & Prof. Darshan, G.M. (2011). Effects of transformational leadership on subordinate job satisfaction in leather companies in Ethiopia, Int.J.Buss.Mgt.Eco.Res., 2(5),334-344.
- Shin, S.J. & Zhou, J. (2003). Transformational leadership conservation, and creativity: evidence from Korea. Academy of Management Journal, 46(6), 703-714.
- Singgih, E., Iskandar, J., Goestjahjanti, F.S. & Fahlevi, M. (2020). The role of job satisfaction in the relationship between transformational leadership, knowledge management, Work Environment and Performance, Solid State Technology, 63(2), Publication, 293-314.
- Sökmen, A. & Benk, O. (2020). Dönüşümsel liderlik, kişi-örgüt uyumu ve iş tatmini ilişkisi: kamu çalışanlarına yönelik araştırma, işletme araştırmaları dergisi, Journal of Business Research-Turk, 12(2), 1347-1357.
- Sung, C.L. (2007). Relationship among supervisor's transformational and transactional leadership styles and teachers job satisfaction in taiwan higher education", Doctor of Philosophy Lynn University, Chair: Dr. William Leary, 5.
- Tanrıverdi, H. & Paşaoğlu, S. (2014). Dönüşümcü liderlik, örgütsel adalet ve iş tatmini arasındaki ilişkileri belirlemeye yönelik okul öncesi öğretmenleri üzerinde bir araştırma, E-Elektronik Sosyal Bilimler Dergisi, Cilt: 13, 274-293.
- Tesfaw, T. A. (2014). The relationship between transformational leadership and job satisfaction: The case of government secondary school teachers in Ethiopia. Educational Management Administration & Leadership, 42(6), 903-918. doi: 10.1177/1741143214551948.
- Tetteh, E.N. & Brenyah, R.S. (2016). Organizational leadership styles and their impact on employees' job satisfaction: evidence from the mobile telecommunications sector of Ghana, Global Journal of Human Resource Management, 4(4), 12-24.
- Tok, T.N. & Bacak, E. (2013). Öğretmenlerin iş doyumunu ile yöneticileri için algıladıkları dönüşümcü

- liderlik özellikleri arasındaki ilişki. *International Journal of Human Sciences*, 10(1), 1135-1166.
- Verma, N. (2014). Transformational leadership and job satisfaction of female primary teachers in UAE: A quantitative perspective. *International Journal of Research in Social Sciences*, 4(3), 500-511.
- Voon, M.L., Lo, M.C., Ngui, K.S. & Ayob, N.B. (2011). The influence of leadership styles on employee job satisfaction in public sector organization Malaysia. *International Journal of Business, Management and Social Sciences*, 2(1), 24-32.
- Yıldız, S.M. (2011). İçsel pazarlama, iş tatmini ve örgütsel bağlılık ilişkisi: spor okullarında görev yapan antrenörler üzerine bir inceleme, *Selçuk Üniversitesi Beden Eğitimi ve Spor Bilim Dergisi*, 13(2): 216-225.
- Yıldız, S.M. (2014). İçsel pazarlamanın iş tatmini ve iştan ayrılma niyeti üzerindeki rolü: spor ve fiziksel etkinlik işletmeleri üzerine ampirik bir inceleme. *Ege Academic Review: Business Administration, International Relations and Political Science*, 14(1), 137-146.

#### **KAYNAK GÖSTERME**

- Ayık, Ö. & Alpullu, A. (2022). Dönüşümcü Liderlik ile İş Tatmini İlişkisinin İncelenmesi: Marmara Bölgesi Gençlik ve Spor İl ve İlçe Müdürlüklerinde Görevli Antrenörlere Yönelik Bir Uygulama. *International Journal of Sport Exercise and Training Sciences - IJSETS*, 8(4), 119-131. DOI: 10.18826/useeabd.1163328