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THE IMPACT OF LEADERSHIP ON CUSTOMER SATISFACTION

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Abstract
The aim of this study is to demonstrate the relationship between the leadership styles, organizational performance, and customer satisfaction. The literature about the concepts were applied to a research on the employees and customers of a company in the hazelnut industry. The data was collected with a survey form that was complied from the related literature. The analysis of the data set showed that, the sub dimensions of the leadership behavior as goer attitude, strategic attitude, details focused attitude, and coordinator attitude have statistically significant and positive relationships with each other. Accordingly, goer behavior, strategic behaviors are associated with perceived organizational performance. By contrast, the details focused attitude and coordinator attitude do not have impacts on the perceived organizational performance. On the other hand, the dimensions, coordinator attitude, perceived organizational performance, and customer satisfaction are not significantly associated.
KEY WORDS: Leadership Behavior, Perceived Organizational Performance, Customer Satisfaction.

Introduction

The leadership styles determines the future of an organization in all of its operational or functional areas. Even, as Pennington, Townsend, Cummins (2003) examined, different leadership styles can result in different cultures.

The types of the leadership styles determine the organizational performance. There are various indications of organizational performance. These can be: profitability, revenues, customer satisfaction, employee satisfaction, quality, product variety or market share. Accordingly, it can be claimed that, the leadership styles strenhgthen the organizational commitment, which originate the increase in organizational performance. For example, the findings of Steyrer, Schiffinger, Lang (2008) support this claim. The authors found that, the desirable leadership behavior is positively related to the subordinates' organizational commitment, and organizational commitment create a higher organizational performance.

The customer satisfaction is one of the most important criterion of the organizational performance. In this framework, any of authentic, contingent, situational, democratic, participative, transformational leadership styles (Northouse, 2010), can provide the highest level of this satisfaction. There are many studies about the impact of leadership on the performances of firms (e.c., Lieberson and O'Connor, 1972; Elenkov, 2003; Muijs, 2011, Samad, 2012; Steyrer, Schiffinger, Lang, 2008; Hurduzeu, 2015).

This study investigates the impact of leadership styles on the perceived organizational performances, and the relationship between this perception and the customer satisfaction. Accordingly, the field research was conducted on a large company, which has hazelnut related products, in Ordu province, Turkey.

Literature Review

There are many theories about the bases of leadership. As in many areas, there is no consensus on the definition and the origin of leadership. Some theories like the 'traits approach', and 'skills approach'. On the other hand, the 'style approach' focuses exclusively on what leaders do and how they act. (Northouse, 2010). Furthermore, the 'situational approach' is about leadership in situations, while the 'contingency theory' tries to match leaders to appropriate situations. Equally, authentic leaders respond the societal demands for genuine, trustworthy, and good leadership.

The 'path-goal theory' is about how leaders motivate subordinates to accomplish organizational goals. So, employee motivation leads to enhanced employee performance and employee satisfaction. Again, the 'leader-member exchange theory' defines leadership as a process that is based-upon the interaction between leaders and followers.

The 'transformational leadership theory' focuses on the process of how certain leaders how certain leaders are able to inspire followers to accomplish organizational visions. The transformational leaders are change agents, and perfect role models, who create clear long term goals.

The effects of leadership styles on organizational performance was focused on by many researchers. Muijs (2011) examined the related literature especially on the impact of leadership on student outcomes; and affirmed that, leadership has significant indirect effect on student outcomes. The results of the research made by Melchar and Bosco (2010), indicated that servant leaders can develop a culture of followers who are servant leaders themselves. Again, Elenkov (2003) searched the topic in Russian companies.

Samad (2012) found that, transformational leadership and innovation have significant influence on organizational performance. Similarly, Yanney (2014), identified that, leadership and business strategy statistically significantly affect organizational performance. According to Yanney's findings, transformational leadership has an impact on behaviour. Widiartanto and Suhadak (2013) showed that, there is no relationship between transformational leadership and organizational performance. On the other hand, transformational leadership is associated with market orientation, organizational innovation, and the concept of learning organization. Again, Wongyanon, Wijaya, Mardiyono, and Soeaidy (2015) argued that, transformational, transactional and laissez-faire leadership have statistically significant and positive influence on the organizational performance. Chi, Yeh, Yu, (2015) identified that, transformational leadership, organizational culture and job satisfaction have significant effects on organizational performance. Similarly, Koech and Namusonge (2012) identified statistically significant relationships between the transformational leadership factors and organizational performance. Also, they found that, job satisfaction have a mediating effect on transformation leadership and organization culture; and the job satisfaction has a mediating effect on transformational leadership and performance. Similarly, Muhatar, Rasli, Al-Ghazali, (2015) revealed that, transformational leadership positively influences the organizational performance and learning**.** Moreover, the findings of Ben, and Agu, (2012) indicated that there is a significant relationship between transformational leadership style and organizational performance, there is a significant leadership between transactional leadership style and organizational performance. In addition, Garcia-Morales, Llorens-Mpntes, Verdu-Jover (2008**)** argued that, transformational leadership affects the dynamic capabilities of organizational learning and innovation. This topic was also the subject of discussion of the Hurduzeu's (2015) research. The author affirms that, "the transformational leaders inspire individuals within the organizations to work harder and to strive for the highest level of performance".

Khan (2010) showed that, authentic leaders have positive effects on the employees' attitudes and behaviours that increase the organizational performance. Furthermore, Carter, Armenakis, Field, and Mossholder (2012) showed that, the quality of relationships between leaders and employees mediated the influence of transformational leadership on employee task performance and organizational citizenship behaviour. Also, Roberson and Park (2006) claimed the situation that, "firm performance declines with increases in the representation of racial minorities in leadership up to a point, beyond which further increases in diversity are associated with increases in performance".

The results of the research of Miloloza (2015) indicated that, authoritarian leadership style has in general a negative effects on the business performances of Croatian companies, while democratic leadership style has in general a positive impact. Khademfar ve Amiri (2013) discussed the possible association between ethical leadership and organizational performance. Then, Popa (2012) focused on a different dimension and analyzed the link between leadership effectiveness and organizational performance, and contended that, successful organizations are the results of effective leadership styles. On the other hand, Kitonga, Bichanga, Muema (2016) examined the topic from a strategic perspective. The authors analyzed the strategic leadership – organizational performance relationship in not-for-profit organizations, and identified that, organizational performance can be increased by implementing strategic leadership. According to the literature discussed above, the discussion points of this research are the leadership behavior and percieved organizational performace; and the leadership behavior and customer satisfaction.

Thus, the general hypothesis can be:

There is a statistically significant relationship between the type of leadership behavior and the percieved organizational performance.

The type of leadership behavior and the level of customer satisfaction are statistically significantly associated.

METHODOLOGY

The Goal of the Research

The goal of the research is to identify the relationship between leadership styles and the percieved organizational performance and the customer satisfaction.

The Scale and Data

The field researh was conducted with a survey form. The data was collected with "The Scale of Leadership Behavior, Percieved Organizational Performance, and Customer Satisfaction." The characteristics of leadership were measured with the scale which was developed by Ekwall & Arvonen. The customer satisfaction was measured with Ugboro & Obeng's (2000) scale. In general, five degree Likert's scale was used. The survey was conducted on both the employees and the customers of the same firm. The firm, which was focused on, is an international firm. It has both national and internatioal operations. Certainly, the customer satisfaction of the firm was measured through taking the answers of its customers.

Validity and Reliability

The reliability coefficient (Cronbach Alpha) of the leadership style scale is α= .96. This value is higher than α= .70, so, there is an internal reliability (Kalaycı et al., 2010). According to the reliability analysis, the Cronbach Alpha of the sub dimensions (Ekwall&Arvonen, 1991: 21) of the leadership characteristics scale were found as follows: 'goer attitude' (GT) α= . 96, 'strategic attitude' (SA) α= .88, 'details focused attitude' (DFA) α= .79, and 'coordinator attitude' (CA) α= .66.

The Cronbach Alpha coefficient of 'percieved organizational performance' (POP) is α= .93. In addition, the 'customer satisfaction scale' (CSS) (Ugboro & Obeng, 2000: 267) has a Cronbach Alpha value of .86.

The factor analysis was applied to identify the subfactors of the 'leadership characteristics scale'. As the Kaiser-Meyer-Olkin (KMO) internal consistency value is .86> 0.50, then, the data set is suitable fort the factor analysis. The values which has the Eigen value over than 1, were accepted. The factor values equal and over 0.50 were selected (Kalaycı, 2010: 327). Accordingly, six factors were identified which explain the 70.7 % of the total variance. So, the 'democratic' and 'risk taking' scales gathered under two different factors. These factors included on one dimension, so they were excluded from the scale. Then, the 'leadership behavior' scale divided into four subfactors. Also, the responsibility scale was excluded from the scale, which was out of factors.

The Sample

The sample of the study contains 88 employees, and 88 customers (176 in total) of an international company which operates in the hazelnut industry. Again, the sample was randomly composed, in a part. Table 1 includes the demographic characteristics:

The Model and the Hypothesis of the Research

Fig 1: The Model of the Researc

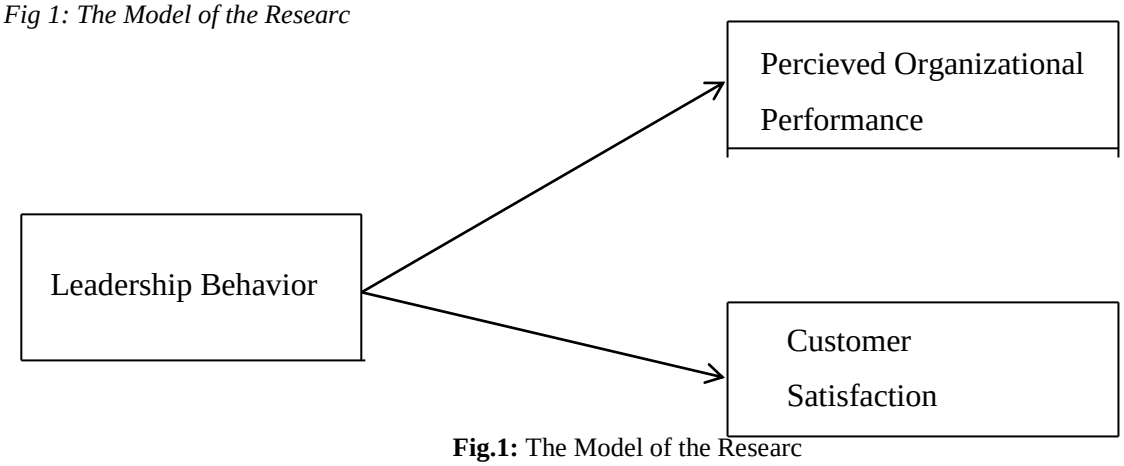

Fig.1: The Model of the Researc

Table 1. The Demographic Characteristics of Personnel (η=88)

Gender	*η*	*%*	*Marital Status*	*η*	*%*
Women	56	63,6	Married	61	69,3
Men	32	36,4	Single	27	30,7
Age Group	*η*	*%*	*Monthly Income*	*η*	*%*
18-25	12	13,6	1300 TL-2000 TL	67	76,1
26-33	21	23,9	2001 TL-2700 TL	14	15,9
34-41	24	27,3	2701 TL-3400 TL	4	4,5
42-49	21	23,9	3401 TL-4100 TL	…	…
50 +	10	11,4	4101 TL ve üstü	3	3,4
Working Years	*η*	*%*	*Education*	*η*	*%*
0-1	8	9,1	Primary School	40	45,5
2-5	25	28,4	High School	29	33
6-10	26	29,5	College	11	12,5
11-15	16	18,2	Bacholor's	8	9,1
16 +	13	14,8			

TL : Turkish Liras

The Table 2 includes about the demoghraphic formation about the customers.

Table 2. Demographic Charactersitics of the Customers (η=88)

Gender	*η*	*%*	*Marital Status*	*η*	*%*
Women	46	52,3	Married	53	60,2
Men	42	47,7	Single	35	39,8
Age Group	*η*	*%*	*Monthly Income*	*η*	*%*
18-25	22	25	1299 TL	12	13,6
26-33	16	18,2	1300 TL-2300 TL	34	38,6
34-41	16	18,2	2301 TL-3300 TL	21	23,9
42-49	14	15,9	3301 TL-4300 TL	13	14,8
50 +	20	22,7	4301 +	8	9,1
Profession	*η*	*%*	*Education*	*η*	*%*
Officer	24	27,3	Primary School	14	15,9
Worker	23	26,1	High School	15	17
Self-employment	12	13,6	College	17	19,3
Student	11	12,5	Bachelor's	34	38,6
Housewife	10	11,4	Graduate	8	9,1
Retired	8	9,1			

FINDINGS

The Factor Analysis results of the 'leadership behavior scale' are shown at Table 3.

Table 3. The Factor Analysis Results – Subfactors

Goer Attitude (GA)	Factor Weights	Eigen Value	Explained Variance (%)	Cronbach Alpha
L35. New ideas are given by the leader for Daily work.	.847	12.876	35.766	.96
L26. Creates new probabilities to remove conflicts.	.846			
L13. Creates confidence on people.	.845			
L25. Creates a friendly atmosphere, without conflicts.	.844			
L22. Defends her/his subordinates.	.836			
L8. Encourages new ideas.	.828			
L19. Gives importance to other ideas.	.819			
L23. Open to innovations.	.816			
L20. Produces new projects.	.800			
L34. Respects to her/his subordinates as individuals.	.795			
L7. She/he has a transparent and honest style.	.790			
L28. Treats fair to her/his subordinates.	.770			
L36. She/he analysis the events, and never decides without thinking.	.758			
L31. She/he considers the ideas of subordinates in decision making.	.745			
L16. Appreciates the good work.	.724			

L4. Trusts to her/his subordinates.	.692			
L27. Clearly identifies and states the work place requirements.	.973			
L11. Enjoys discussing new ideas.	.666			
L10 . Open to beneficial criticism.	.627			
L1. She/he is friendly.	.597			
Strategic Attitude (SA)	Factor Weights	Eigen Value	Explained Variance (%)	Cronbach Alpha
L12. Gives importance to obeying rules and principles.	.799	45.353	14.870	.882
L24. She/he is meticulous in controlling.	.760			
L17. Encourages growth.	.758			
L9. She/he is consistent.	.727			
L29. Decides quickly when required.	.659			
L14. She/he plans.	.633			
L21. She/he is very meticulous in plan implementation.	.614			
Details Focues Attitude (DFA)	Factor Weights	Eigenvalue	Explained Variance (%)	Cronbach Alpha
L32. Flexible, and open to change.	.761	52.315	6.431	.80
L30. He is careful in planning.	.565			
L33. Gives instructions clearly.	.506			
Coordinator Attitude (CA)	Factor Weights	Eigenvalue	Explained Variance (%)	Cronbach Alpha
L15. Informs about the outcomes of the units.	.761	1.818	5.050	.664
L18. Has clear goals.	.565			
L3. Provides order.	.547			
Varimax rotated basic components matrix.				
Kaiser-Meyer-Olkin Value: .868	Bartlett test: 2760.211		p=0.00<0.05	
Total explained variance (%) : 70.726				

The results of the factor analysis show that, there are four new sub dimensions of the 'leadership behavior scale'. Depending on the factor analysis, the research model was revised as Figure 2.

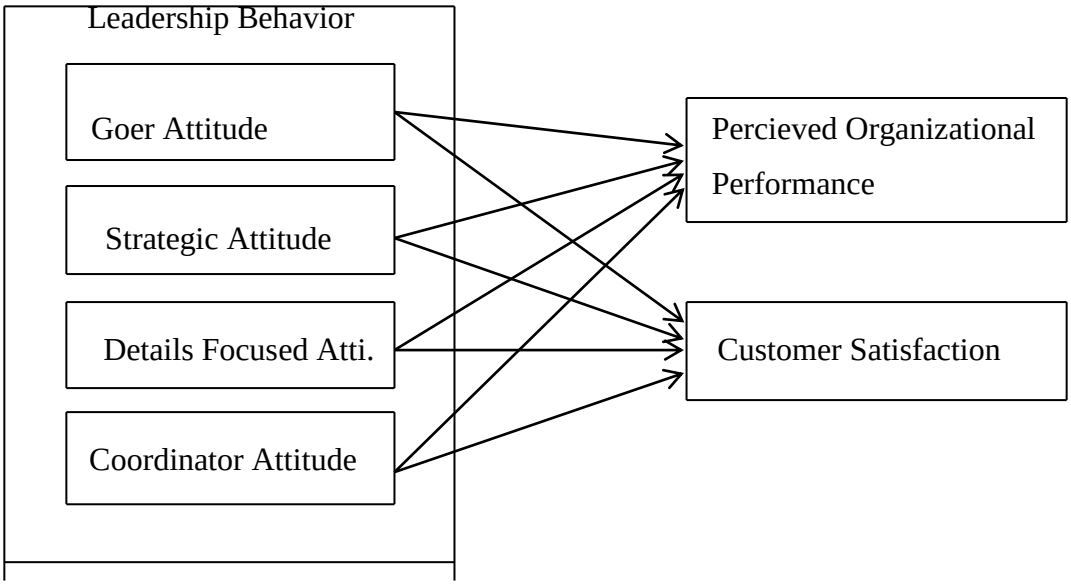

Fig. 2. The Model After the Factor Analysis

The hypothesis of the research are as the followings:
H1: The goer attitude and percieved organizational performance are statistically significantly and positively associated.
H2: There is statistically significant relationship between the goer attitude and customer satisfaction.
H3: The strategic attitude and the percieved organizational performance are statistically significantly and positively associated.
H4: Strategic attitude will be positively and significantly correlated with customer satisfaction.
H5: Details focused attitude is positively associated with percieved organizational performance.
H6: There is a positive relationship between the details focused attitude and the customer satisfaction.
H7: There is statistically significant and positive relationship between the coordinator attitude and the percieved organizational performance.
H8: Coordinator attitude is statistically significantly and positively associated with the customer satisfacti

The correlation results are demonstrated at Table 4.

Table 4. Correlation Analysis Results

Variables	*Goer Attitude*	*Strategic Tavır*	*Details Focused*	*Coordinator Attitude*	*Percieved Organizational Performance*	*Customer Satisfaction*
Goer Attitude	**(,96)**	,433**	,491**	,319**	,865**	-,118
Strategic Attitude		**(,88)**	,688**	,563**	,270*	,041
Details Focused Attitude			**(,79)**	,538**	,406**	,050
Coordinator Attitude				**(,66)**	,197	-,058
Percieved Organizational Performance					**(,93)**	-,129
Customer Satisfaction						**(,86)**

**p<0.01 *p<0.05
Note: Parantez içerisindeki değerler değişkenlerin güvenirlik sonucunu göstermektedir.

Table 4 includes the correlation analysis results of the dimensions: goer attitude, strategic attitude, details focused attitude, and coordinator attitude. It can be seen that, there are statistically significant and positive relationships between these variables. Also, there are statistically significant relationships between the percieved organizational performance variable and

goer attitude, strategic attitude, and details focused attitude. However, there is no statistically significant and positive association between the percieved organizational performance and the variables of coordinator attitude, and customer satisfaction. In addition, the customer satisfaction variable does not have significant links with the other variables.

Table 5. The Regression Analysis Results of the Percieved Organizational Performance

Variable	B	Standard Variable	β	t	p
Constant	1.926	.254		7.586	.000
Goer Attitude	.773	.048	.937	16.268	.000
Strategic Attitude	-.179	.062	-.166	-2.875	.005
R^2= .765	F= 8.266		p= .005	Durbin-Watson= 1.833	

As it can be seen at Table 5, the goer behavior and strategic behavior factors have direct significant impacts on the percieved organizational performance. Accordingly, the goer behavior and strategic behavior can explain 76% of the change in the percieved organizational performance. Again, the Durbin Watson test value shows that there is no autocorrelation. (Kalaycı, 2010: 267). The F value was tested as 8.266, and the regression model is verified to be significant ($p<0.05$). Also, the β value demonstrates that, the strategic attitude variable has a higher relative value than the goer attitude variable. Again, the regression model at Table 5, puts forward the details focused attitude and the coordinator attitude factors do not have impacts on the percieved organizational performance.

POP= 1.926 + Goer Attitude*(.773) + Strategic Attitude*(.-179)

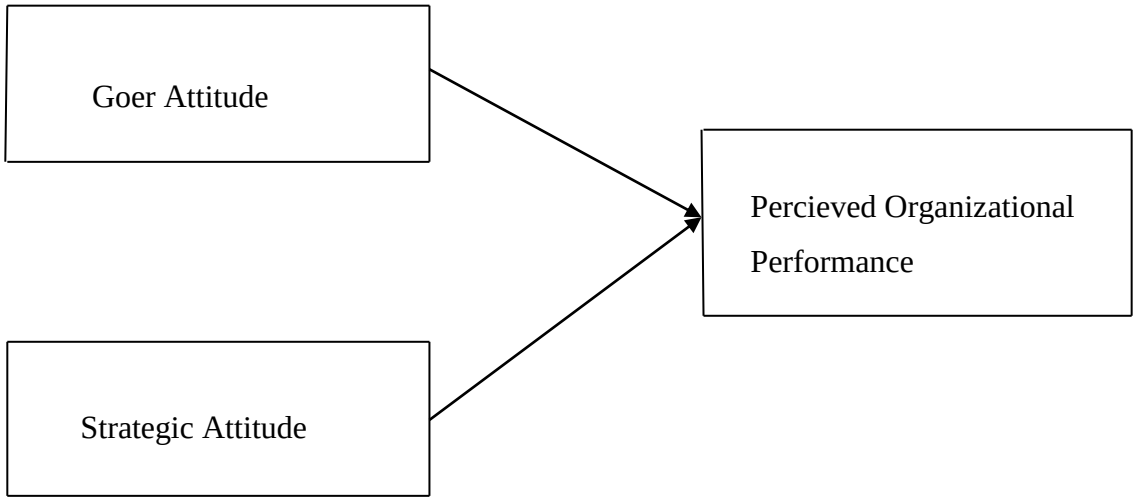

Fig. 3: Result Model

Discussion

This study has shown that, there are significant relationships between the leadership behavior characteristics, and percieved organizational performance. The results of the data analysis indicated that, there is a high, statistically significant relationship between the goer behavior, which is the subdimension of the leadership behavior, and the percieved organizational performance, at the $p<0.01$ significance level. Similarly, there are low but statistically significant relationships between the sub dimensions of leadership behavior: goer attitude, strategic attitude, details focused attitude, and cordinator attitude at the $p<0.01$ significance level. Moreover, the strategic attitude, the details focused attitude, and coordinator attitude have middle level associations ($p<0.01$). Again, there is a statistically significant but low level relationship between the strategic bahavior and the percieved organizational performance ($p<0.05$). Also, there is middle level association between the details focused attitude and coordinator attitude; and details focused attitude and percieved organizational performance at a middle level ($p<0.05$). On the other hand, the dimensions, coordinator attitude, percieved organizational performance, and customer satisfaction are not significantly associated. Equally, customer satisfaction does not have significant links with other variables.

The correlation analysis results showed that, multiple linear regression analysis can be implemented

to test the model which is showed at Figure 2. The regression analysis was applied on the independent sub dimensions of leadership behavior scale as goer behavior, strategic behavior, details focused behavior, and coordinator behavior and the dependent variable percieved organizational performance. Accordingly, independent variables the goer attitude and strategic attitude have direct positive significant impacts on the percieved organizational performance. Consequently, the hypothesis H1 and H3 were supported. By contrast, the details focused attitude and coordinator attitude do not have impacts on the percieved organizational performance. So, the hypothesis H5 and H7 were not supported (Table 2). Again, depending on the correlation analysis results (Table 4), as the customer satisfaction variable does not have relationships with other variable, the hypothesis H2, H4, H6 and H8 were not verified.

The findings can be assessed in the frame of the transformational approach. In other words, the findings support the transformational theory. The goer attitude, the strategic attitude, the details focused attitude and the coordinator attitude reflect the characteristics of the transformational leaders.

Conclusions

This paper has shown that, the sub dimensions of the leadership behavior as goer attitude, strategic attitude, details focused attitude, and coordinator attitude have statistically significant and positive relationships with each other. Accordingly, goer behavior, strategic behaviors are associated with perceived organizational performance. By contrast, the details focused attitude and coordinator attitude do not have impacts on the perceived organizational performance. On the other hand, the dimensions, coordinator attitude, perceived organizational performance, and customer satisfaction are not significantly associated.

It was demonstrated that, the leadership behavior, that has the transformational characteristics, will have significant positive effects on the organizational performance. Accordingly, leaders should be good role models, create visions as change agents, and inspire followers.

It was also seen in this study that, customer satisfaction does not have association with the variables as goer attitude, strategic attitude, details focused attitude, and coordinator attitude.

The further studies should focus on the sub dimensions of leadership, and their relationships with organizational performance indicators, and customer satisfaction variable. Moreover, various leadership theories can be tested on different samples with different characteristics. More, it should also be searched why and how the leadership styles affect organizational performance.

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