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LİDER ÜYE ETKİLEŞİMİNİN İŞ TATMİNİ VE TÜKENMİŞLİK ÜZERİNE ETKİLERİ: ÖĞRETMENLER ÜZERİNE BİR ARAŞTIRMA

THE EFFECTS OF LEADER MEMBER EXCHANGE ON BURNOUT AND JOB SATISFACTION: A RESEARCH ON TEACHERS

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ÖZET

Bu çalışmada Lider Üye Etkileşimi (LMX) teorisi ve LMX'in tükenmişlik ve iş tatmini üzerindeki etkileri için bir model geliştirilmeye çalışılmıştır. Çalışmanın modeli 1970'lerdeki Lider Üye Etkileşimi teorisine dayanmaktadır. Fakat günümüz iş dünyasında bu kavramlar ve bu kavramların birbirleri üzerindeki etkileri geçmiştekinden çok daha önemlidir. Çünkü bu örgütsel davranış kavramları birbirlerini etkilerken, birbirlerinin örgütsel performans ve sonuç olarak örgütlerin rekabet üstünlüğüne olan etkilerine de önemli etkiler yapmaktadırlar. Araştırma sonuçları lise öğretmenlerinin lider üye etkileşimi algılarının tükenmişliği negatif, iş tatminini ise pozitif yönde etkilediğini gözler önüne sermektedir. Çalışmanın özellikle lise öğretmenlerinden oluşturulan örneklem üzerinde yürütülmesi eğitim sektörünün paydaşları açısından da önemlidir. Gelecekte yapılacak araştırmalar için aydınlatıcı bir rol oynayacağı düşünülen bu çalışmanın literatüre katkı sağlayacağı aşikardır.

Anahtar Kavramlar: Lider Üye Etkileşimi, Tükenmişlik, İş Tatmini, Öğretmenler, Orta Anadolu

ABSTRACT

In this study, we prepared a model for Leader Member Exchange (LMX) theory and the effects of LMX on burnout and job satisfaction. The model of this study is not new, it depends on the 1970's LMX theory. But the importance of these concepts, also the effects of these concepts to each other is very important in today's business world. Because these organizational behavior concepts make some effects to each other and increases the effects of them to the organizational performance, so the organizations can be more competitive than before in changing business world. The results of this study showed that the LMX perceptions of high school teachers effects burnout negatively and job satisfaction positively. This study is also important for the stakeholders of education sector. For further researches it will be compass and it is going to add new views for the literacy.

Keywords: Leader Member Exchange, Burnout, Job Satisfaction, Teachers, Middle Anatolia

INTRODUCTION

In today's rapidly changing environment almost every organizations, including schools, feel a pressure for the concepts of team-orientation, dynamic solutions, flat and lean organizational charts, proactive solutions, quick responds, effective and efficient solutions, and innovative organizational behavior. As a result of this dynamic business environment, human as a source, undertakes a critical role in this process.

Because of the importance of the LMX and its outcomes in today's highly competitive business field, we aimed to add a model for the LMX theory. The concept of this study is not new, but we intended to contribute to the literature in part by assessing the effects of LMX on follower burnout and job satisfaction. The organizational behavior concepts make some effects to each other and increases the effects of them to the organizational performance, so the organizations can be more competitive than before in changing business world.

The effects of leadership is important in the government, military, academia and of course in all types of organizations. The concept of leadership has been widely conceptualized and examined in literature. There are lots of theories and important studies about the leadership and theories about leadership. One of the important leadership theories is leader member exchange (LMX), and it is very useful to determine the relationship between leaders and its followers. It is important to understand LMX and its contributions to survive and to be profitable in today's organizations. There are several researches that showed the effects of LMX on positive organizational outcomes.

Burnout is a critical issue for all organizations and individuals because it causes lots of negative outcomes. At the individual level burnout causes health problems, depression and anxiety, by harming well-being, self-esteem and mental health. At the organizational level burnout causes reduced performance and quality, financial losses, increased turnover, absenteeism and accidents. Economic and personal costs of burnout underscore the importance of the concept.

If the employees are happy, the productivity of the organization will be higher. So the leaders and managers want to make employees happier to reach higher performance level and to be more productive. Job satisfaction is the overall feelings that a worker have towards his/her job. There are several studies that showed positive outcomes of job satisfaction on organizations and also on workers lives.

In this study it was examined that how leader member exchange (LMX) effects the burnout and job satisfaction levels of employees. In the conceptual framework the concepts of burnout, leader member exchange and job satisfaction was defined, than the relationships between the concepts were explained according to the literature. The hypotheses were developed to test the relationships and the analyses were done to reach the results.

Theoretical Framework

Leader Member Exchange

Researches have also focused on the association between leader and his or her subordinates that named leader-member exchange (LMX). LMX theory has attracted lots of attention, since it was first theorized in the 1970s. In the process, the theory has been considered from several levels of analysis: firstly it was focused on differences within groups, then focused on dyads regardless of groups, and finally focused on the combination of dyads into groups and networks (Graen and Uhl-Bien, 1995).

The LMX theory was built on social exchange theory (Gouldner, 1960). Hollander (1980) claims that this theory can also be characterized as a transactional approach because both the supervisor and the followers are seen as active participants (Breukelen et al., 2006). Even though there are several definitions of LMX, but there is no consensus on one of them.

The LMX theory has a unique position among traditional leadership theories, because this theory focuses on the dyadic relationship between leader and member (Krishnan, 2005), and it asserts that leaders do not interact with subordinates uniformly (Graen and Cashman, 1975), because of time, energy and resource limitations. So if the relationship quality between leader and the member is higher, it is called *in-group* and if the relationship quality is lower it is called *out-group*. The in-group consists of a small number of followers who are trusted by leader and with whom the leader usually establishes a special higher quality relationship, and the out-group includes the remaining followers with whom the relationships of the leader is more formal (Krishnan, 2005).

Quality of the relationship between leader and the member has been found to be positively related to all organizational and individual outcomes. If the member is in in-group (there is a favorable reciprocal exchanges between leader and member), this will cause positive outcomes like increased performance, commitment, trust, perceived support, job satisfaction, creativity, and decreased job stress, role conflict, burnout, turnover etc. (Ilies et al., 2007; Volmeret al., 2012; Krishnan, 2005). On the other hand House and Aditya (1997) argued that the quality of the leader member relationship is more predictive of organizational outcomes than leader traits or behaviors. Although the leader member exchange theory has provided descriptions of how high quality and low quality working relationships develop and what exactly constitutes a high quality relationship (Uhl-Bien et al., 2000).

Burnout

The concept of burnout emerged as an important social issue in United States in the mid-1970s, and the importance of this concept has grown significantly over the years. Since its appearance, burnout has been subject of research in a lot of fields, occupational health and psychology are just two of them (Bakker and Costa, 2014).

Burnout concept firstly reported by a clinical psychologist Freudenberger (1974), and became popular by a social psychologist Maslach. Both Freudenberger and Maslach studied burnout as an interpersonal context that occurs because of individual's relational transactions in the workplace, not simply as an individual stress context (Maslach et al., 2008). Maslach and her colleagues (2001) define burnout as "a prolonged response to chronic emotional and interpersonal stressors on the job". The syndrome of burnout is mostly seen in people who work in an excessively intense pace, show a performance which is much more than what is expected from them, and push the limits in order to achieve success (Güneş et al., 2009).

According to the Maslach Burnout Model, burnout has three dimensions, which are emotional exhaustion, depersonalization and diminished personal accomplishment. The first dimension named emotional exhaustion is the central strain, and described as feelings of being emotionally drained by one's work. Depersonalization occurs when employees give an impersonal or indifferent response towards the recipients of their service. Depersonalization emerges when an employee starts to keep his self/her self-distance from recipients of his/her service. Diminished personal accomplishment refers to a decline in one's feelings of competence and of successful achievement at work (Maslach et al., 2001; Schaufeli et al., 2009; Bakker and Costa, 2014). There are several burnout measures in the literature, but the common and mostly accepted measure is Maslach Burnout Inventory (MBI), and MBI assesses all three dimensions of burnout.

The literature indicated that there is a negative relationship between the burnout and variables that are beneficial to the organizational and individuals. On the other hand, there is a positive relationship between the burnout and the variables that are harmful to organizational and individuals. The burnout causes higher levels of turnover, absenteeism (Bakker et al., 2003; Riolli and Savicki, 2006; Swider and Zimmerman, 2010), and lower levels of job satisfaction, performance, physical and mental health (Swider and Zimmerman, 2010; Jourdain and Chenevert, 2010; Piko, 2006).

Job Satisfaction

Job is the one of the central part of human life. So the level of satisfaction from the job named job satisfaction is essential. There are too many definitions for job satisfaction. According to the Locke (1976)'s most-used definition about job satisfaction, it is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". To make a definition more simple, job satisfaction represents a combination of positive and negative feelings and beliefs that workers have towards their work (Aziri, 2011).

In literature job satisfaction was studied in different manners, some researchers has been studied as a consequence of many individual or work characteristics, and some researchers has been studied as an antecedent to some outcomes (Judge and Klinger, 2007).

Job satisfaction is a comprehensive concept that is comprised of numerous dimensions. A well-known categorization of job satisfaction considers five dimensions of the concept: these are pay, promotions, coworkers, supervision, and the work itself (Smith et al., 1969). After this categorization some other dimensions has been added by the time: recognition working conditions, company and management (Locke, 1976). Because of the increased number of dimensions a necessity to divide job satisfaction concept into two main dimensions was emerged. Furthermore researchers separate job satisfaction

as intrinsic and extrinsic job satisfaction, so intrinsic job satisfaction included coworkers, supervision and the work itself, extrinsic job satisfaction included the others.

High levels of job satisfaction will make employees or supervisors feel better, so the outcomes of job satisfaction will be positive. It is positively related with psychological well-being, commitment, performance etc. On the other hand job satisfaction can be used by managers to struggle with turnover, absenteeism, accidents, stress, burnout etc.

According to a research about job satisfaction made in 2015, the average level of job satisfaction is 52%, men' level of job satisfaction is 57% and women' level is 47% all over the world. The main factors that affect the job satisfaction are purpose of the job, leadership and work life balance according to the employees' perception (Job Satisfaction Index, 2015).

Hypotheses and the Model of the Research

Leader Member Exchange and Burnout Relationship

High quality relationship between employees and the supervisor, protect employees from the negative effects of stress through increased socialization and decreased role stress. Cordes and his colleagues (1997) determined that where interactions with supervisor cause strain to employees, they will become vulnerable to burnout. So the lower levels of LMX is likely to result higher levels of burnout, while higher levels of LMX is likely to result lower levels of burnout. Prior research has supported the negative relationship between LMX and burnout (Thomas, 2005; Bakker et al., 2005; Graham and Witeloostuijn, 2010; Dilshani, 2015; Jongsoo, 2013; Thomas and Lankau, 2009).

From the existing findings that are supporting the negative relationship between LMX and burnout, we established our first hypothesis as;

Hypothesis 1: LMX has a significant negative effect on burnout

Leader Member Exchange and Job Satisfaction Relationship

Lots of studies have been done relation to leader member exchange approach and its contents from different levels of organization and the job satisfaction is one of the important consequences of LMX. One of the factors which make an employee's experience good or bad is relations with his/her superior (Rasouli and Haghtaali, 2009). The researchers showed that employees prefer high quality relationship with their supervisor, so higher perception of LMX causes higher job satisfaction (Tanner et al., 1993; Stringer, 2006; Harris et al., 2007; Volmer et al., 2011). Also a meta-analysis by Gerstner and Day (1997) showed a positive relationship between LMX and job satisfaction. Thus, we hypothesized these findings as;

Hypothesis 2: LMX has a significant positive effect on job satisfaction

The purpose of this research is examining the relationships between LMX, burnout, and job satisfaction. In this direction, the model of the research is given as;

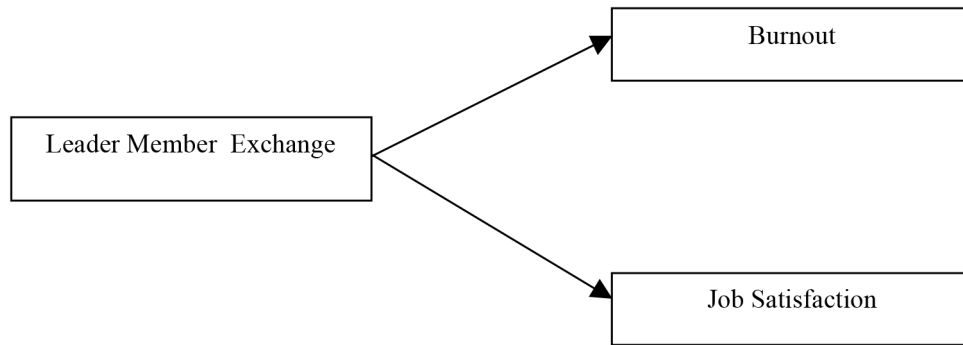


Figure 1. The model of the research

Methodology

To test the stated hypotheses, a survey was conducted to the high schools that are operating in the middle of Turkey, which is called as Middle Anatolia, an important region of Turkey. A total of 1035 surveys were distributed and 970 of them were collected. Because of incorrect and incomplete coding, 900 of them are used in the analyses.

Within the scope of the research, the survey was used to identify participants' perceptions of leader-member exchange and to determine burnout and job satisfaction levels. In order to increase the sensitivity of measurement, the expressions in all scales were created to be answered in 7-degree Likert's type scale format. We used a procedure indicating that; "I absolutely do not agree" (1), "I do not agree" (2), "I partially disagree" (3), "Undecided" (4), "I partially agree" (5), "I agree" (6) "I absolutely agree" (7).

The measure of leader-member exchange quality that participants perceive was measured by a 7 items scale developed by Scandura and Graen (1984). In sample items from this scale were: "Business engagement with the manager is good, my manager knows and appreciates my potential, my manager understands my problems and my needs".

In order to determine the level of job satisfaction of the employees, "Short Job Satisfaction Scale" created by Judge and his colleagues (1998) and consisting of 5 items was used. Sample items were "I am very pleased with my present work", "I think my work is boring", and "It seems that the day will never end in the workplace."

The "Burnout Scale" developed by Kristensen et al. (2005) was used to determine occupational burnout levels of participants. The scale consists of one dimension and seven items. "At the end of my job, I feel worn myself.", "My work is emotionally tearing me" and "My work is disappointing me" are the example of items from burnout scale.

RESULTS

Common Method Variance

To assess the Common Method Variance (CMV) whether it has an influence on the data, Harman's (1967) one factor test was used. In this analysis, all the items (LMX, burnout, and satisfaction) were entered into an exploratory factor analysis to determine the number of factors needed to account for the majority of variance in the items. Common method variance likely to occur if either one factor

emerges from the analysis or one general factor accounts for the majority of variance. The unrotated solution showed that three factors attained in the analysis and it explained 72,83 % of the total variance, with the first factor (LMX) accounting for only 32,03 % of this variance. This result indicates that common method variance was unlikely to pose a threat to the validity of the data.

Demographic Results

The demographic features of the sample population of 900 teachers in which the survey was conducted are shown in Table 1.

Table 1. The Demographic Characteristics of Participants

Gender	Frequency	Percentage (%)
Woman	229	25,4
Man	671	74,6
Total	900	100,0
Age	Frequency	Percentage (%)
Under 25 years	401	44,6
26-35	304	33,8
36-45	140	15,6
46 and more	55	6,1
Total	900	100,0
Marital Status	Frequency	Percentage (%)
Married	371	41,2
Single	529	58,8
Total	900	100,00

As it can be seen in Table 1, the vast majority of the population consists of males. 44.6% of the participants included in the study were under 25 years. As a result, it is seen that the vast majority of the participants are single (58.8%).

Hypotheses Tests

Table 2 shows the descriptive statistics (overall means, standard deviations and variances) of the research variables.

Table 2. Mean, Standard Deviation and Variance Values of Variables

Variables	Mean	Standard Deviation	Variance
1. Leader-Member Exchange	5,2917	1,23961	1,537
2. Burnout	3,2510	1,31318	1,724
3. Job satisfaction	4,7020	1,26788	1,608

When the mean values of the variables are examined, it is seen that it changes between 5.29 and 3.25. When we look at the standard deviation, which is the measure of the average central tendency and the variance which is the square of the standard deviation, it is observed that the differences in the responses of the participants are close to each other.

Analyzes of the reliability of the scales suggest that the scales are reliable when the Cronbach alpha coefficients are obtained. The factor loadings obtained as a result of the factor analyzes of the scales, the total announced variances and the Cronbach alpha coefficients are presented in Table 3.

Table 3. Summary of Validity and Reliability Tests

Scale	Factor Loads	Variance Explained	Cronbach Alpha
Leader-Member Exchange	,678-.853	%62,244	,874
Burnout	,779-814	%64,227	,907
Job satisfaction	,768-843	%65,789	,868

Confirmatory factor analysis was used to test the validity of the scales. The goodness of fit coefficients for the models are as shown in Table 4. When we look at the values of the goodness of fit measures, the values are good enough to accept the model. All these results are evidence that the scales used in the research are valid and reliable scales.

Table 4. Goodness of Fit Index Values

Fit Index	Leader-Member Exchange	Burnout	Job Satisfaction
RMSEA	,044	,035	,041
NFI	,992	,995	,996
CFI	,995	,997	,998
GFI	,992	,994	,997
AGFI	,976	,981	,984
χ^2/df	2,715	2,120	2,478

Testing the Research Model

Structural equality model was utilized when the research model was tested as a whole. Correlation analysis was used. The compliance values for the structural model created to demonstrate the effect of leader-member exchange on burnout and job satisfaction are as shown in Table 5.

Table 5. Model Adaption Index Values

RMSEA	NFI	CFI	GFI	AGFI	χ^2/df
,048	,958	,975	,956	,934	2,383

When the indices in Table 5 are examined, it appears that the model is well adapted. The direct effects of leader-member exchange on burnout and job satisfaction are shown in Figure 2.

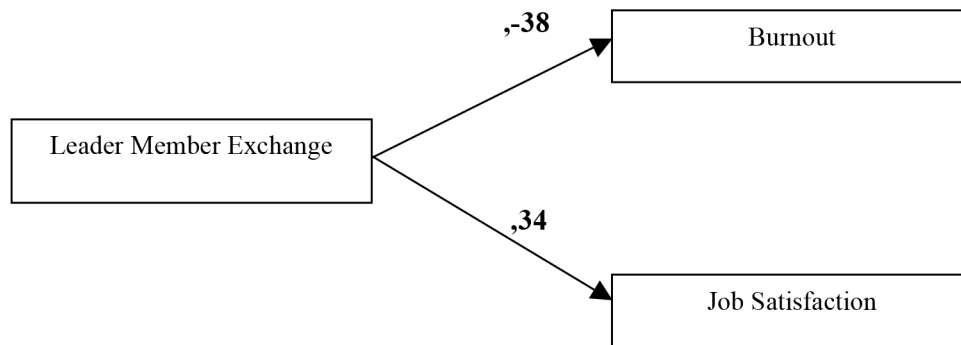


Figure 2. Final model of the research

DISCUSSION

The aim of this study was to examine the effect of leader member exchange on burnout and job satisfaction. In the literature review no study founded that contains leader member exchange, burnout and job satisfaction together. Because of that it was expected to make a contribution to the literature by the result of this study.

To attain the aim of this study the data were collected from the 900 teachers. To test the hypotheses structural equation model was conducted. The structural equation model has an advantage because it can analyze the research model as a whole. According to the goodness of fit values it was determined that the model is acceptable for this data. The results showed that leader member exchange negatively affects the burnout, or we can say when leader member exchange increases the burnout levels of the employees are decreases. So the hypothesis 1 (H1) was accepted. On the other hand the analyses showed that leader member exchange positively affects the job satisfaction, or when leader member exchange increases the job satisfaction levels of the employees are increases. So the hypothesis 2 (H2) was accepted too.

As a consequence of the current study, it is obvious that it is necessary to raise the relationship between the leaders and their subordinates. If workers can see the leader achievable and increase their commitment to the leader, they will be satisfied from their work and they will be less burned out or not burned out. So the working people and also organizations will be protected from various negative outcomes of burnout, and have the advantages of satisfaction.

Finally there are some limitations of this study. First, in this study we only gathered data from high school teachers. Second, the data gathered from the middle Anatolia region of Turkey. Thus, the results cannot be generalized to the other cultures. However the burnout experience of the teachers might be related to their previous lives and experiences. Further researches could conduct similar studies on other occupations to have generalizable solutions. Moreover, this study was not based on longitudinal data. Future researches can be conducted as longitudinal.

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