The Impact of Sparking Leadership on Creating Work Passion and Job Satisfaction in Organizations – An Empirical Study[1]

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Abstract

In the highly competitive work environment of today, employees seem to be lacking work passion. Work passion is the inner fire. Leaders who ignite spirit, encourage passion and light the spark in employees to create the fire in their work environment are called the "sparking leaders". The sparking leaders play an important role in organizations, but theoretical understanding of who they are and what impact they have in organizational outcomes is lacking. The present paper builds on fragmented and disparate extant work to conceptualize the nature of sparking leadership associated with work passion and job satisfaction of the employees. Consistent with the theoretical foundation behind previous research, the findings of the study reveal that sparking leaders have a positive effect on the subordinates' work passion, which further leads to a higher job satisfaction. This means that the sparking leaders create the fire in an organization so that their work passion energizes their subordinates.

Keywords: *Sparking Leadership, Job Satisfaction, Harmonious Work Passion, Obsessive Work Passion*

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Ateşleyici Liderliğin Örgütlerde İş Tutkusu ve İş Tatmini Üzerindeki Etkisi – Ampirik Bir Çalışma

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Öz

Günümüzün oldukça rekabetçi iş ortamında, çalışanlar iş tutkusundan yoksun gibi görünmektedirler. İş tutkusu içsel ateştir. Ruhu ateşleyen, tutkuyu teşvik eden ve çalışma ortamlarındaki yangını yaratmak için çalışanlarını kıvılcımlandıran liderler "ateşleyici liderler" olarak adlandırılmaktadır. Ateşleyici liderler örgütlerde önemli bir rol oynamaktadır. Ancak bu liderlerin kimler oldukları ve örgütsel çıktılarda nasıl bir etkiye sahip olduklarına dair teorik kavrayış yetersizdir. Ateşleyici liderliğin doğasını kavramsallaştırmak için parçalanmış ve farklı çalışmalar üzerine inşa edilmiş olan bu çalışmada, ateşleyici liderlik, çalışanların iş tutkuları ve iş tatminleri ile ilişkilendirmiştir. Daha önce yapılmış olan araştırmaların arkasındaki teorik temel ile uyumlu olarak, bu çalışmanın bulguları, ateşleyici liderlerin astlarının iş tutkuları üzerinde olumlu bir etkiye sahip olduklarını ve bunun daha yüksek bir iş tatminine yol açtığını göstermektedir. Bu, ateşleyici liderlerin iş tutkularıyla astlarına enerji verebilmek amacıyla bir örgütü ateşe verdiklerini göstermektedir.

Anahtar Kelimeler: *Ateşleyici Liderlik, İş Tatmini, Uyumlu İş Tutkusu, Takıntılı İş Tutkusu*

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Introduction

The world of work is rapidly changing. A leader should respond to these changes with different styles and use the right one for the right time and to the right degree (Goleman, 2000, p. 90). Today, contemporary leadership theories and a new paradigm in conceptualizations are coming because the field of study has witnessed an incredible surge of interest in both the entries of new theoretical leadership concepts and frameworks over the past 40 years (Alase, 2017). Leadership is continuously evolving over time, as business practices and changing values of culture. However certain qualities never lose their value; great leaders have to inspire their followers (Ayers, 2017). Today since leadership has become more instinctual, it is not only about evaluating the charts, graphs and the numbers any more. Today leadership is much more than that (Llopis, 2013).

In contrast to the common assumption that leading a good business means focusing solely on getting results (Bates et al., 2005; Tjan, 2017), it is the workforce that matters more than anything else. The employees add value at every point in the organization (DeNisi & Griffin, 2018; Kattarwala, 2006). Thus, to thrive in the dynamic new economy of today, organizations need a passionate workforce. However, it is important to note that it is the sparking leaders who bring out the latent potential in any subordinate and thus make employees wish to seek out difficult challenges in order to create results.

Numerous previous studies carried out research concerning the perception of leadership and employee work attitudes (e.g. Avolio et al., 2004; Dirks & Ferrin, 2002; Lok & Crawford, 1999). Following the claim of the previous research that the world needs sparks now more than ever (Lynch & Lynch, 2017, p. 2), the present paper builds on fragmented and disparate extant work to conceptualize the nature of sparking leadership associated with work passion and job satisfaction of the employees. The literature review shows that it is relevant to base this conceptual theory on empirical evidence and thus to test whether sparking leaders inspire the employees to be passionate about their work and whether this leads them experiencing higher job satisfaction.

The present study was inspired by the assertion of the previous research that despite growing interest in work passion, research in this area is still in its nascent stage of development, and our knowledge of work passion and of the antecedents of it is scant and need to be enriched (Perrewe et. all, 2014, p. 149). It is still unclear and need to be enlightened how organizations can spark and sustain employee passion (Ho et. all, 2018, p. 113). Furthermore, as stated by previous research, although a dualistic conceptualization of passion is widely accepted in the context of non-work activities, limited research has examined the applicability of it for work activities (Burke, Astakhova & Hang, 2015, p. 458). To address the mentioned gaps in the literature, the present study investigates the links between sparking leadership, obsessive and harmonious work passion of the employees and their job satisfaction.

Literature Review and Theoretical Framework
Sparking Leadership

Leadership is about fire. Minds which are lit with new ideas spark other minds to even vaster potential (Brown, 2002). However, a fire does not light itself. It must be lit. Much the same applies to one as a leader of an organization. Leaders must light the fire with all the people they interact with. They should ignite their passions and let them show what they are capable of. It is a part of their responsibility (Doyle, 2016).

The leaders should focus on lighting the little spark inside the employees. It may be a spark of enthusiasm, a flicker of unrealized potential, a flash of determination, a first flame of raw talent, or a kindling of interest. These internal motivations can either be boosted or immediately blown out with indignities and put out

(Calvert, 2013). When sparks are ignited, they are the catalyst for personal and organizational change. They cultivate the fortitude and temperament to lead themselves and others toward the results they seek (Morgan et al., 2017, p. 1).

The leaders should bring on the fire and use their own passion to inflame the passions of others to quench their spirits (Lucas, 1999, p. 66). Thus, today the organizations need leaders who will ensure that sparks have the ability to create the impact (Morgan et al., 2017, p. 3).

These unique leaders who are called the "fire starters" or the "sparking leaders", inspire the people around them to be better than they are. They are the ones who provide the spark for the employees to create the fire in the organizations (Chester, 2015; Davis, Palokoff & Eder, 2018, p. 13).

Work Passion
Employee work passion refers to an individual's persistent, emotionally positive, meaning-based, state of well-being, stemming from reoccurring cognitive and affective appraisals of various job and organizational situations that result in consistent, constructive, work intentions and behaviors (Zigarmi et. all, 2009, p. 310). A passionate employee loves the work they do, views it as a significant part of their life and invests considerable time and energy in it (Ho, 2017, p. 1162).

Individuals internalize the activity passion mainly in two different forms (Vallerand et. All, 2003); obsessive and harmonious passion. Where an autonomous internalization that leads individuals to choose to engage in the activity that they like means harmonious passion, obsessive passion refers to a controlled internalization of an activity in one's identity that creates an internal pressure to engage in the activity that the person likes.

It is one of the most essential duties of a leader to steer their organization and followers in the right direction and use their leadership skills to galvanize them into enthusiastic action to achieve extraordinary results (Singh, 2008, p. 734). As passion is contagious (Vogan, 2006), the passion of the leader inspires the employees to take on new and very dangerous challenges. A sparking leader lights the fire of the employees and creates passionate employees about the work and about the organization. In that way, the employees connect to the vision of the leader. Based on the above-mentioned arguments, the researchers would like to propose the following hypotheses

> H_1: Sparking leadership has a positive impact on the employees' harmonious work passion.
> H_2: Sparking leadership has a positive impact on the employees' obsessive work passion.

Job Satisfaction
Job satisfaction refers to how satisfied an employee is about their job; the degree to which an employee likes or dislikes their job; employee's positive and negative feedback about how content they are with the job (Dukes-Robinson & Esmail, 2013, p. 8). Previous research claimed the relationship of the employee with their employer (or immediate supervisor) and their leadership style is important antecedents of job satisfaction (Aasland, Skogstad, Notelaers, Nielsen, & Einarsen, 2010, p. 440; Hoppock, 1935, p. 5; Lok & Crawford, 2004; Society for Human Resource Management, 2007). In building and fostering a passionate organization, a supervisor does not only increase the harmonious and obsessive work passion of the employees, but also increases their job satisfaction. Based on the above-mentioned arguments, the researchers would like to propose the following hypotheses

H₃: Harmonious work passion has a positive impact on job satisfaction.

H₄: Obsessive work passion has a positive impact on job satisfaction.

H₅: Sparking leadership has a positive impact on the employees' job satisfaction.

H₆: Harmonious work passion has a mediating role on the relationship between sparking leadership and the employees' job satisfaction.

H₇: Obsessive work passion has a mediating role on the relationship between sparking leadership and the employees' job satisfaction.

Method

Research Model and Hypotheses

In light of the previous theories and research, the present paper hypothesized that sparking leadership is related to obsessive and harmonious work passion, which positively effects job satisfaction.

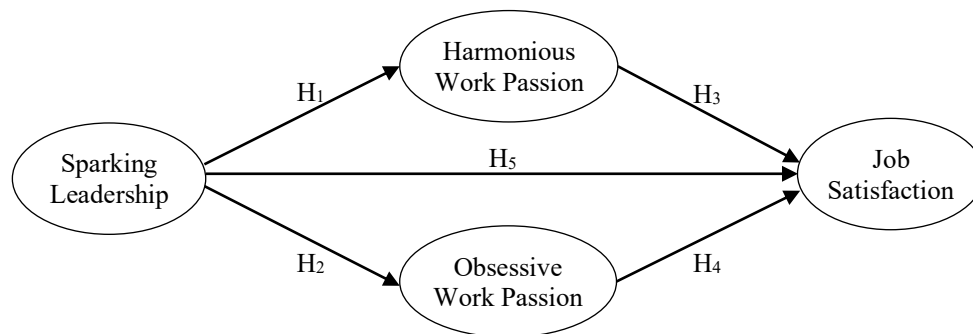The conceptual model and hypotheses are shown below (Figure 1).

Figure 1. Hypotheses and Conceptual Model

Participants and Procedure

The present study was conducted in Istanbul between April 8th and June 14th, 2019. The convenient sampling method was used. The participants were mainly working in the service sector. 30 employees were used to pretest the questionnaires. There was a need for some wording changes. After distributing the revised questionnaires, the voluntarily participated subjects were asked to return the completed ones closed envelopes. The semi-filled ones were deleted, 171 remained to be analyzed. 70 (40.9 %) of the respondents were female and 101 (50.1 %) men. Their ages ranged from 18 to 67 (Mean = 30.86, SD = 9.63), tenure from 1 to 48 years (Mean = 11.02, SD = 10.05). Most of the participants (62.5 %) have a university degree.

Measures

Sparking Leadership

Sparking leadership is measured using the 8-item questionnaire developed by Bilginoğlu and Yozgat (2018). Cronbach's alpha value of the validated scale was found as 0.96 (Bilginoğlu and Yozgat, 2018) and 0.95 (Bilginoğlu and Yozgat, 2020). Previous research claims that subordinates' ratings are the best single way to evaluate the performance of a manager (Hogan & Hogan, 2001, p. 40). Thus, the subordinates are asked to rate their managers with a six- point scale ranging from 1 to 6 (totally disagree --- totally agree). An example of scale items is, "My supervisor ignites the employees' passions and let them show what they are capable of".

Work Passion

14-item questionnaire developed by Vallerand et al. (2003) is used to measure the work passion. Cronbach' alphas of .73 and .85 were obtained for HWP and OWP, respectively of the validated scale (Vallerand et al., 2003), and by Turkish Version 0.78 and .83 (Kelecek and Aşçı, 2013). The scale consists of two subscales which are obsessive and harmonious passion. Examples of scale items are "My work allows me to live memorable experiences" (for harmonious work passion) and "I have difficulty imagining my life without this activity" (for obsessive work passion).

Job Satisfaction

Job satisfaction is measured using the by Judge, Bono and Locke (2000) adapted 5-item short version of the questionnaire developed by Brayfield and Rothe (1951). Cronbach's alpha value of the validated scale cited more than 1,000 times was found as 0.92 (Judge, Bono and Locke, 2000). An example of scale items is "I feel fairly satisfied with my present job".

Results

For validation of the hypothesized structure by the collected data Exploratory Factor Analysis (principle component factoring with varimax rotation) is applied initially. A final structure is obtained by following a series of iterative procedures. All items are analyzed with respect to significant level (< 0.5), none of the items are eliminated. The analysis reveals 4 underlying factors (having eigenvalues > 1), as hypothesized. KMO measure of sampling adequacy equals to .923 (p < .05). Item correlations between distinct variables are lower than .25 (Table.1).

All items factor loadings were over than the recommended threshold of 0.65. Cronbach's alpha values of the dimensions varied between .92 and .96, composite reliabilities (CR) between .883 and .946 the average variance extracted (AVE) between .597 and .687 suggested convergent validity (Table 2).

LISREL was used to examine the discriminant validity of the four variables (sparking leadership, job satisfaction, obsessive and harmonious work passion) with 29 items. Overall, the four variables model demonstrated a reasonably good fit to the data: χ^2 (319) = 672.666, χ^2/df = 2.11, GFI = .901, CFI = .919, RMR = .078, RMSEA = .064. The examined alternative measurement models showed an unsatisfactory and/or a poorer fit. Thus, we treated the four variables of the study as being distinct in subsequent analyses.

Descriptive statistics, Cronbach's alpha values, composite reliabilities, average variances extracted and correlations among all study variables were shown in Table 2. Where there were no statistically significant correlations between demographic variables and others, they were not shown in Table 2.

Table 1

Factor and Reliability Analyses Results

Variable	Item	Loading	% of Variance Explained	Variable	Item	Loading	% of Variance Explained
Harmonious Work Passion	HP1	.752		Sparking Leadership	SL1	.825	
	HP2	.784			SL2	.852	
	HP3	.718			SL3	.887	
	HP4	.831	18.374		SL4	.857	23.433
	HP5	.779			SL5	.812	
	HP6	.789			SL6	.792	
	HP7	.750			SL7	.802	
Obsessive Work Passion	OP1	.799			SL8	.800	
	OP2	.803		Job Satisfaction	JS1	.753	
	OP3	.866			JS2	.723	
	OP4	.764	18.077		JS3	.780	13.737
	OP5	.759			JS4	.743	
	OP6	.775			JS5	.866	
	OP7	.750					

Table 2

Correlation Matrix and Descriptive Statistics

Variable	M	SD	1	2	3	4
1. SL	4.04	1.22	(.96)			
2. HWP	4.31	1.06	.44***	(.92)		
3. OWP	3.28	1.18	.39***	.34***	(.92)	
4. JS	4.16	1.26	.61***	.53***	.42***	(.93)
CR			.946	.912	.920	.882
AVE			.687	.597	.622	.600

Notes: SL = Sparking Leadership; HWP = Harmonious Work Passion; OWP = Obsessive Work Passion; JS = Job Satisfaction. CR = Composite reliability; AVE = Average Variance Explained. Values on the diagonal represent Cronbach's alpha coefficients. *p < .05, **p < .01, ***p < .001 (two-tailed tests); N=171.

There were found significant positive correlations between sparking leadership and passion at work; obsessive work passion (.39**) and harmonious work passion (.44***). Obsessive and harmonious work passion positively correlate with job satisfaction (.42*** and .53***).

The strong positive correlation between sparking leadership and job satisfaction (.61***) shows the strategic importance of sparking leadership.

Structural Equation Modeling (SEM) is conducted to test the hypothesized model. As hypothesized in H1 and H2, sparking leadership (SL) significantly contributes to harmonious (.464) and obsessive work passion (.388). H3, H4 and H5 were also supported, as positive effects of sparking leadership (SL), harmonious and obsessive work passion on job satisfaction (.433, .385 and .170). As a result, squared multiple correlations for structural equations indicate that the job satisfaction variance explained (R^2) = .530 is derived from sparking leadership, harmonious and obsessive work passion.
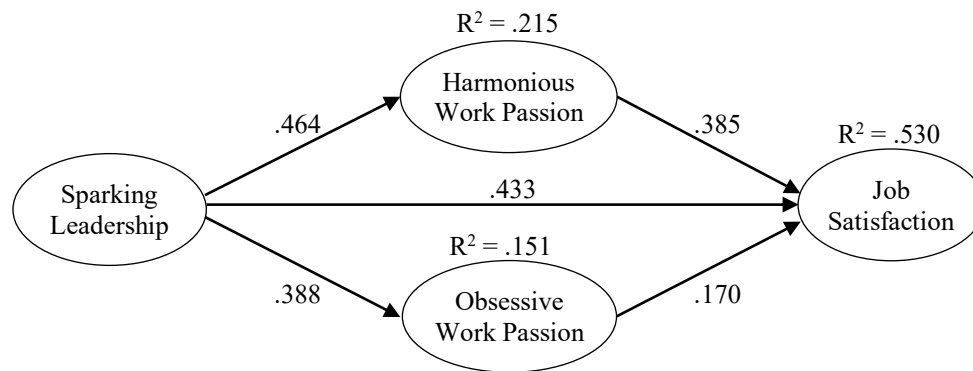
Figure 2. Structural Model with Path Estimates

The moderating effects of obsessive and harmonious work passion between the sparking leadership and job satisfaction relationship were tested using four-step regression analysis (Baron and Kenny, 1986).

Table 3
Summary of Hierarchical Regression Analysis to Test the Mediating Effect of Harmonious Work Passion

Ind.Var.	Dep.Var.	Std. β	T	Adj. R^2	F	p
SL	JS	.613**	10.10	.373	101.99	.000
SL	HWP	.443**	6.42	.191	41.29	.000
HWP	JS	.534**	8.21	.281	67.42	.000
SL	JS	.469**	7.43	.456	72.13	.000
HWP		.326**	5.17			

** $p<0.01$

In the last step of the regression model HWP is included along with the SL.

Adjusted R^2 value was increased and regression coefficient of SL was decreased. Where the effect of SL was still statistically significant the partially mediating effect of HWP was seen between SL and JS. The Sobel–Goodman test for the indirect effect showed that the effect of SL through its indirect effect via HWP is significant (Z=5.038, p=0.048). The bootstrap test (with 5000 bootstrap samples), which offers a much more alternative that imposes no distributional assumption (Preacher & Hayes, 2008, Zhao, Lynch & Chen, 2010), is employed to test the mediation effect of HWP between sparking leadership and job satisfaction. The results show that the indirect and direct effects are positive and significant with a bias corrected 95% confidence intervals excluding zero (0.184, 0.579 / 0.348, 0.635). These results suggest partially mediation. And H_6 hypothesis has been accepted.

In the last step of the regression model OWP is included along with the SL. Adjusted R^2 value was increased and regression coefficient of SL decreased. Where the effect of SL was still statistically significant, the partially mediating effect of OWP is found between SL and JS. The Sobel–Goodman test proved indirect effect of SL via OWP (Z=3.996, p=0.042). The bootstrap test results show that the indirect and direct effects are positive and significant with a bias corrected 95% confidence intervals excluding zero (0.074, 0.370 / 0.414, 0.673). These results support evidence for applicability of the hypothesis. And H_7 hypothesis has been accepted.

Table 4

Summary of Hierarchical Regression Analysis to Test the Mediating Effect of Obsessive Work Passion

Ind.Var.	Dep.Var.	Std. β	T	Adj. R^2	F	P
SL	JS	.613**	10.10	.373	101.99	.000
SL	OWP	.386**	5.44	.144	29.58	.000
OWP	JS	.534**	8.21	.281	67.42	.000
SL	JS	.533**	8.32	.407	59.23	.000
OWP		.209**	3.26			

** p<0.01

Conclusion

The findings of the present paper reveal that the sparking leaders create work passion in employees, which leads to higher level of job satisfaction. These findings are in line with the suggestions of the previous research that the leaders who want to spark passion in the employees should have their motivation not only from a desire for financial or organizational success, but from a genuine desire to improve the morale and well-being of the entire organization (Miller, 2017). The findings support the assertions of the previous research that job satisfaction is a correlate of passion for one's work and instead of criticizing employees regarding a lack of job related enthusiasm, the organizations should spend more time teaching and encouraging them to become leaders who inspire others (Stanley, 2004, p. 221).

The findings of the study are not in accordance with the research which showed that harmonious and obsessive passion respectively lead to very different psychological experiences and outcomes (Vallerand, 2010, 2015), where obsessive and harmonious work passion are found to lead to parallel outcomes.

As hypothesized, the findings of the present paper reveal that sparking leadership is positively related to the employees' work passion. These findings are consistent with the theoretical foundation behind the previous studies, which suggest that it is the sparking leaders who ignite the inherent employee passion in the workplace that further leads to positive organizational outcomes.

As hypothesized, the findings of the present paper also reveal that work passion is positively related to job satisfaction. These findings are in line with the findings of the studies of Burke and Fiksenbaum (2009) and Burke et al. (2015), while they are partly consistent with the findings of the studies of Carbonneau et. all (2008), Vallerand et. all (2010), Spehar, Forest and Stenseng (2016) and Thorgren, Wincent and Sirén (2013) which found that harmonious passion is positively correlated with job satisfaction, whereas obsessive passion is uncorrelated with job satisfaction.

On the other hand direct effect of the sparking leadership on job satisfaction and R^2 values were found higher then the other ones like transformational (Braun, Peus, Weisweiler & Frey, 2013; Mwesigwa, Tusiime & Ssekiziyivu, 2020), transactional (Mwesigwa, et al., 2020), ethical (Freire, & Bettencourt, 2020) and authentic leadership (Carol, Wong & Laschinger, 2013).

In conclusion, the present paper underlines the importance of passion and adds that it is the passion which makes the difference. And it is the sparking leaders who bring on the fire and use their own passion to inflame. Passionate employees constitute a dominant competing force and this energy in the organization turns into sustainable business results (Lucas, 1999, p. 170). It is because, passionate employees work relentlessly toward

their goals – not just to live up to organizational expectations, but also to their own high standards of personal achievement (Brox, 2013). Unless leaders tap into the employees' passion, they have not truly begun to lead their organization toward what is possible (Bilimora & Godwin, p. 263). Everything begins with a spark. The single spark, which is lit by the leader, ignites a firestorm. Here lies the secret of successful organizations.

Limitations and Future Research

The first limitation of the present paper is that all data was collected cross-sectionally using self-reports, which could lead to common method variance issues. The second limitation is that the sparking leadership is measured with the subordinates' ratings. In order to make sure that the subordinates rate their managers objectively and fairly and should not be biased by such factors as race, gender, ethnicity, country of origin, religion, etc., ratings from various sources such as two subordinates for each manager should be received. Hence, before the present paper was modelled, it was discussed and agreed that lighting the spark inside the employees is an individual matter. A manager should be regarded as a sparking leader for a subordinate and not as one for another. That is why the present paper has regarded this issue not as an obstacle to accurate experimental findings. Further research is suggested to collect data from two subordinates for each manager in order to make sure if the findings of the present study can be generalized.

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Genişletilmiş Özet

Amaç

Bu çalışma, iş tutkusuna dair artan ilgiye rağmen, bu alandaki araştırmaların hala gelişme aşamasında oldukları, iş tutkusu ve öncülleri hakkındaki bilginin yetersiz olup zenginleşmesine ihtiyaç olduğu iddiasından yola çıkmaktadır. Örgütlerin çalışan tutkusunu nasıl tetikleyebilecekleri ve sürdürebilecekleri konusu hala çok net değildir ve aydınlatılması gerekmektedir. Bununla birlikte, daha önce yapılan araştırmalarda belirtildiği gibi, iş dışı etkinlikler bağlamında uyumlu tutku ve takıntılı tutku olmak üzere ikili bir tutku kavramsallaştırması yaygın olarak kabul edilmekle birlikte, sınırlı sayıda araştırma bu kavramsallaştırmanın iş etkinlikleri için uygulanabilirliğini incelemiştir. Bu çalışma, literatürdeki söz konusu boşlukları gidermek için, ateşleyici liderlik, çalışanların takıntılı ve uyumlu iş tutkusu ile iş tatmini arasındaki ilişkileri irdelemektedir.

Tasarım ve Yöntem

Kavramsal ve uygulamalı olarak kurgulanmış keşifsel çalışma İstanbul'da ağırlıklı olarak hizmet sektöründe faaliyet gösteren işletme çalışanlarına 8 Nisan ile 8 Haziran 2019 tarihleri arasında kolayda örnekleme yöntemi kullanılarak gerçekleştirilmiştir. Değişkenlerin ölçümünde; ateşleyici liderlik için Bilginoğlu ve Yozgat (2018) tarafından geliştirilen 8 soruluk ölçek, iş tutkusu için Vallerand ve diğerleri (2003) tarafından geliştirilen 14 soruluk ölçek ve iş tatmini için Judge, Bono ve Locke (2000) tarafından geçerlenen 5 soruluk kısa form kullanılmıştır. 30 çalışan ile ön test yapılmış, küçük düzeltmelerden sonra anket formu gönüllü katılımcılara dağıtılmış, kapalı zarf içinde geri dönüşü olan anketlerden eksik doldurulmuş olanların elimine edilmesinden sonra geriye kalan 171 anket değerlendirilmiştir. Temel bileşenler analizi ve Varimax rotasyonu ile açımlayıcı faktör analizi yapılmıştır, tüm ifadelerin faktör yüklerinin tavsiye edilen 0,65 değerinin üzerinde olduğu tespit edilmiştir.

Kaiser-Meyer-Olkin değeri 0,923 ve Bartlett küresellik testi değeri istatistiki olarak anlamlı bulunmuştur. Bu değerler verilerin açımlayıcı faktör analizine uygunluğunu göstermektedir. CR değerleri 0,883 ile 0,946 ve AVE değerleri 0,597 ile 0,687 arasında değişmekte ve tavsiye edilen yakınsama geçerliliği şartlarını sağlamaktadır. Alt boyutların Cronbach alfa değerleri 0,92 ile 0,96 değerleri arasında değişmektedir. Dört değişkenli (ateşleyici liderlik, iş tatmini, uyumlu ve takıntılı iş tutkusu) model iyi bir uyum göstermektedir ($\chi2$ (319) = 672,666, $\chi2/df$ = 2,11, GFI = 0,901, CFI = 0,919, RMR = 0,078, RMSEA = 0,064).

Tanımlayıcı istatistikler hesaplanmış ve değişkenler arasındaki korelasyon değerleri belirlenmiştir. Modeldeki hipotezlerin testinde yapısal eşitlik modelinden yararlanılmıştır. Uyumlu ve takıntılı iş tutkusunun ateşleyici liderlik ile iş tatmini arasındaki aracılık etkisi Baron ve Kenny (1986)'nin dört aşamalı hiyerarşik regresyon analizi yöntemi ile irdelenmiştir ve Sobel testi ile geçerlenmiştir.

Bulgular

Örneklemin %50,1'i erkek, ortalama yaşları 30,86 (en genç 18 ve en yaşlı 67) olup, çalışma deneyimleri ortalama 11,02 (std. sapma 10,05) yıldır ve %62,50'si üniversite ve üstü eğitime sahiptir.

Değişkenler arasındaki ilişkileri belirlemek için yapılan korelasyon analizi sonucunda, yöneticilerin algılanan ateşleyici liderlikleri ile çalışanların işe karşı uyumlu tutku (0,44***) ve takıntılı tutkuları (0,39***) arasında örneklem bağlamında istatistiki olarak anlamlı bir ilişki bulunmuştur. Takıntılı ve uyumlu iş tutku ile iş tatmini arasında da istatistiki olarak anlamlı olumlu bir ilişki tespit edilmiştir (0,42*** ve 0,53***). Ateşleyici liderlik ile iş tatmini arasındaki yüksek ilişki (0,611***) ateşleyici liderliğin stratejik önemini göstermektedir.

Yapısal eşitlik modeli analizi sonuçları ateşleyici liderliğin uyumlu (0,464***) ve takıntılı iş tutkusuna (0,388***) istatistiki olarak anlamlı etkisi olduğunu göstermiş H_1 ve H_2 hipotezleri doğrulanmıştır. Ateşleyici liderliğin, uyumlu ve takıntılı iş tutkusunun da iş tatmini üzerinde anlamlı bir etkisi olduğu tespit edilerek (0,433***; 0,385*** ve 0,170***) H_3, H_4 ve H_5 hipotezleri de doğrulanmıştır. İş tatminindeki değişimin %53'ünün ateşleyici liderlik, uyumlu ve takıntılı iş tutkusu ile açıklandığı görülmüştür.

Uyumlu ve takıntılı iş tutkusunun ateşleyici liderlik ile iş tatmini arasındaki aracılık etkisi Baron ve Kenny (1986)'nin dört aşamalı hiyerarşik regresyon analizi yöntemi ile irdelenmesi sonucunda uyumlu iş tutkusu ve takıntılı iş tutkusu modele eklendiğinde, modellerin açıklayıcılığının (düzeltilmiş R^2 değerlerinin) arttığı ateşleyici liderlik katsayısının azaldığı ancak istatistiki olarak anlamlılığını koruduğu görülmüştür. Sobel-Goodman testi ile dolaylı etkilerin anlamlı olduğu tespit edilmiştir. Ayrıca 5.000 örneklem Bootstrap testi ile direkt ve dolaylı etkilerin pozitif ve istatistiki olarak anlamlı olduğu tespit edilmiştir. Buradan hareketle uyumlu ve takıntılı tutkunun ateşleyici liderlik ile iş tatmini ilişkisinde örneklem bağlamında kısmi aracı değişken rolü oynadıkları tespit edilerek H_6 ve H_7 hipotezleri doğrulanmıştır.

Sınırlılıklar

Bu makalenin birinci sınırlılığı, tüm verilerin kendi kendine raporlama kullanılarak kesitsel olarak toplanmış olmasıdır, bu da ortak yöntem yanlılığı sorunlarına yol açabilir. İkinci sınırlama, ateşleyici liderliğin sadece tek bir ast tarafından değerlendirilmesidir. Astlar çeşitli nedenlerle yöneticilerine karşı önyargılı ya da yanlı olabilirler, her yöneticinin en az iki astı tarafından değerlendirilmemiş olması sorun oluşturabilir. Bir kişiyi ateşleyebilen bir yönetici, bir diğerini ateşleyemeyebilir. Ancak çalışmada değinildiği üzere, çalışanların içindeki kıvılcımı ateşlemenin bireysel bir konu olduğu tartışılmış ve kabul edilmiştir. Buradan hareketle bulguların yorumlanmasında bir sorun görülmemiştir. Ancak bulguların genelleştirilebilmesi için her yönetici için en az iki astından veri toplamasında yarar görülmektedir.

Öneriler (Teorik, Uygulama ve Sosyal)

Bu çalışma, örgütlerde farkı yaratan asıl unsurun tutku olduğunun altını çizmekte ve ateşleyici liderlerin ateşi yakan ve kendi tutkularını ateşi alevlendirmek için kullanan kişiler olduklarını vurgulamaktadır. Tutkulu çalışanlar, baskın bir rekabet gücü oluşturmakta ve örgütteki bu enerji, sürdürülebilir iş sonuçlarına dönüşmektedir. Bunun nedeni, tutkulu çalışanların hem örgütsel beklentileri karşılamak hem de kendi yüksek kişisel başarı standartlarına ulaşmak için hedeflerine doğru durmadan bilmeden çalışmalarıdır. Liderler, çalışanların tutkularından yararlanmadıkları sürece, örgütlerini gerçekten mümkün olan en iyi sonuçlara doğru yönlendiremeyeceklerdir. Her şey bir kıvılcımla başlar. Lider tarafından yakılan tek bir kıvılcım, bir yangın fırtınasını ateşler. Başarılı örgütlerin sırrı budur.

Özgün Değer

Günümüzün oldukça rekabetçi iş ortamında, çalışanlar iş tutkusundan yoksun gibi görünmektedirler. İş tutkusu içsel ateştir. Ruhu ateşleyen, tutkuyu geliştiren ve çalışma ortamlarındaki yangını yaratmak için çalışanlarının kıvılcımlarını yakan liderler "ateşleyici liderler" olarak adlandırılmaktadırlar. Ateşleyici liderler örgütlerde önemli bir rol oynamaktadırlar. Ancak bu liderlerin kimler oldukları ve örgütsel çıktılarda nasıl bir etkiye sahip olduklarına dair teorik kavrayış yetersizdir. Liderlik algısı ve çalışanların iş tutumları ile ilgili daha önce çok sayıda araştırma yapılmıştır. Daha önce yapılan araştırmaların, dünyanın, kıvılcımlara şimdi her zamankinden daha fazla ihtiyacı olduğu iddiasını takiben (Lynch & Lynch, 2017, s. 2), bu çalışma, ateşleyici liderliğin çalışanların iş tutkusu ve iş tatmini ile ilişkisini kavramsallaştırmak için parçalanmış ve farklı olan mevcut çalışmalardan hareketle önemli katkılar yapmaktadır. Literatür taraması, bu kavramsal teoriyi ampirik kanıtlara dayandırmanın ve böylece ateşleyici liderlerin çalışanlara işleri konusunda tutkulu olmaları için ilham verip vermediğini ve bunun daha yüksek iş tatmini deneyimlemelerine yol açıp açmadığını test etmenin uygun olduğunu göstermektedir.

Araştırmacı Katkısı: Elif BİLGİNOĞLU (%50), Uğur YOZGAT (%50).