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The Impact of Authentic Leadership Behavior on Job Satisfaction: A Research on Hospitality Enterprises

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Abstract

The purpose of this study is to investigate, how employees who work in four and above star rated hotels that provide hospitality services in İstanbul, perceive their managers' authentic leadership behaviors and how this perception relates to the employees' job satisfaction. In addition, this study especially investigates if hotel executives manage hotel staff with authentic leadership skills and how such leadership impacts staff's management perceptions and their daily operations and work skills. As part of the scope of this research, hotel employees approach to authentic leadership, job satisfaction factors have been questioned and have been evaluated based on hotel employees' demographic and gender characteristics. In order to have compliant literature background for this study, an international and national publication and article search has been conducted and referenced appropriately. As a result of the literature research, Luthans and Avolio's Authentic Leadership Questionnaire, Weiss' Minnesota job satisfaction scale which was verified with validity and reliability, have been used for preparing a questionnaire for hotel employees. The questionnaire has been applied to more than 276 hotel employees accordingly. Questionnaire results have been evaluated with various statistical models including regression, anova, t-test, confirmatory factor analysis by making use of the statistical package SPSS 22.0.

Keywords: Authentic leadership, Job Satistaction, Demography

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1. Introduction

The concept of job satisfaction continues to be the subject of study since the 1920s. With the understanding of the importance of the concept in terms of enterprises, the issue has started to come up more and the researches on it have increasingly continued. Job satisfaction shows the satisfaction of the person based on meeting the expectations of the job the person is working at. While employees' positive feelings towards work constitute job satisfaction, their negative feelings towards work constitute job dissatisfaction.

Authentic leadership stands in front of us as a leadership typology which attracts a lot of interest in the leadership literature in recent years. The concept of authentic leadership is the most discussed, researched and intriguing subject in the literature of leadership in recent years. At the present time, the subject of authentic leadership attracts an ever-increasing interest by academics and researchers. It is estimated that the reason why practitioners and scientists are interested in authentic leadership is the effect created by the fact that authentic leaders can easily go beyond success; it is considered that such leaders solve public order problems by examining institutional and social problems [1

Authentic leadership is seen as a leadership behavior which increases the positive climate in the organizations, uses the positive climate in line with organizational purposes, internalizes the moral point of view, acts effectively in the balanced distribution of information, adopts transparency in the relationships with the subordinates in the work environment and contributes to the development of positive self [2].

When evaluated from this point of view, all employees, regardless of the level of employment, want to have information about the institutional and performance of the organizations they work with and they can easily obtain this information through their leaders. Information on strategic targets can be shared with employees as well as current status information. In this shared knowledge, the main actor shows up as leaders. Since the job satisfaction of the employees who know the meaningful targets for the future will increase, the attitudes of the leaders towards the employees play an increasing role in job satisfaction. Within this context, the effect of authentic leadership behavior on job satisfaction constitute the subject of this research. Since the impact of authentic leadership behavior on job satisfaction is desired to be set forth especially in terms of service enterprises, this research was carried out in Istanbul province on the employees who work in the hospitality enterprises with 4 or more stars. In the following section, information is given about the basic concepts in the research and in the method part of the research, analysis and findings are given.

1. Conceptual Framework

In this part of the research, the concepts of "Authentic Leadership Behavior" and "Job Satisfaction" will be explained and the effect of authentic leadership on job satisfaction will be discussed.

1.1. Authentic Leadership Behavior

It is generally accepted that the roots of authenticity are based on the teaching of "Be honest to yourself." in Ancient Greek philosophy. The concept of contemporary authenticity has emerged in the last 20 years. With an approach based on positive psychology, authentic leadership can be defined as "processing of thoughts, feelings, needs, desires, preferences, or beliefs within the scope of the warning of knowing what the individual is doing with owning personal experiences". [3]

Authentic leadership appears as a versatile, mixed structure that includes followers, groups and bodies, or in other words, organizations. To be true to oneself and to carry out continuity, to respect the inner values and beliefs of others, at the same time, to acknowledge forms the basis of authentic leader theory. In terms of social support theory, when people realize obtaining support from their leaders and learn from the behavior of their role models, they are seen as authentic and attractive, and only in this way they will have the opportunity to achieve perfection. Because of these reasons, being authentic allows the individual to act in harmony with the individuals' own experiences (beliefs, values, feelings and thoughts) and allows the individual to behave in harmony with onself [3].

Authentic leadership is based on sincerity, authenticity and naturality. These leaders aim to accommodate people with creative ideas and to achieve harmony in a diverse environment instead of having uniform people who approve

themselves. Authentic leaders build their relationship on trust, love and tolerance. Authentic leaders are people who create a sense of 'trust' on every individual they work and communicate with, who can support them and do this with sincerity. This helps the correct understanding of the values and goals of authentic leaders by the employees, allows to understand the extent to which employees can adapt [4].

Authentic leaders are people who are looking at life and themselves with a calmer eye, who have performed their individual transformations. They support people around them to find their own way. Instead of stereotyping everyone with a "uniform" pattern, they allow people "to be themselves" by igniting the trapped energy inside them.

Walumbwa (2008) classified the four-dimensional authentic leadership as follows [2].
- Self-awareness: Refers to an individual's knowledge and understanding about themselves, values, motivation and emotions.
- Internalized moral perspective: Refers to the leader moving with internal moral standards and values instead of group, institution or social pressures.
- Balanced processing: Refers to all information in the decision-making process being analyzed objectively by the leader.
- Relational transparency: This is based on the leaders being honest with themselves, sharing information clearly and expressing right thoughts and emotions and moreover, providing confidence by avoiding inappropriate emotions [5].

Because authentic leadership is a leadership type for the leader to show the persons sincere and true feelings to other leaders for better service, it contributes to the development of authenticity of their followers, and to achieve their own prosperity and sustainable maximum performance [6].

The authentic leadership style characterizes the organization's behavior in decision-making within the framework of the moral values of the leader, sharing knowledge with subordinates and superiors, accepting the values of other individuals in the organization and communicating values clearly to those around the individual; thus directing the indibiduals' subordinates and organizational processes better. The authentic leader is an optimistic, hopeful and confident individual who knows how to think and act, who have self-awareness and awerness for those in immediate vicinity, respects the values of those around, has a moral point of view, manages organizational processes with the awareness of the knowledge and power. The authentic leader fulfills the guiding activities for the subordinates around in open and deliberate value judgments and in organizations of moral accuracy, as well as taking care of the interests of the organization because of the high-level moral standards possessed [7].

According to Ayça, authenticity composes a psychological structure that reflects the general characteristics of one's life values and life in norms. Authentic leaders express themselves to their followers while maintaining their lives in their daily routines. They have positive effects on the spiritual happiness of their employees. From this point of view, Illies were inspired by Kernis's studies of authenticity and tried to create an authentic leadership model. When the model in question is examined, it is seen that the model consists of; self-awareness, not being prejudiced, authentic behavior and authentic relational trend dimensions. According to this model, authentic relational tendency on the followers of authentic leaders will lead to positive relationships. Self-awareness and unprejudiced evaluation will empower and further advance employees. Self-awareness and self-control behaviors will be positive for both leaders and followers [8].

The authentic leaders pioneer goals, meanings and values and establish permanent relationships with people. They individuals, together with being consistent and self-disciplined, are committed to continuous improvement; because they realize that the personal development of a leader must last a lifetime. The leadership of authentic leaders is not fake. Authentic leaders do not lead only because the position they are at require this and they do not imitate anyone. Instead of behaving according to the expectations of others, they act according to their own right and truth. Status and personal awards are not motivating factors in their taking the leadership role; what is important to them is purpose, value and belief. It is seen that the words of the authentic leaders are consistent with their beliefs and that their beliefs are consistent with their behavior [9].

1.2. Job Satisfaction

Job satisfaction is the employees being satisfied with their work with the impact of psychological and

environmental conditions.

Vroom, expressed that job satisfaction was more related to role perceptions than the emotions of the employees [10].

Kaliski, measures the job satisfaction with the employees' pleasure, effort and happiness. And this is related to the appreciation levels of the employees [11].

Job satisfaction reveals a structure parallel to performance. Many studies in the literature have shown that leadership styles directly affect the job satisfaction of employees. Job satisfaction is defined as emotional reactions of employees. Everything has equaled job satisfaction to employees' feelings in the workplace. Locke stated that job satisfaction is a positive reflection of the experiences of employees on their work to their emotions. After 1980s, it was accepted that part of the job satisfaction was originated from emotional experiences [12].

Job satisfaction is to meet the expectations of the employees and their satisfaction in the workplace according to their needs. Job satisfaction is a factor that directly affects the performance of employees. Factors affecting job satisfaction are divided into two groups [13];

- The first group consists of individuals' beliefs, value judgments, personality, environmental factors and demographic characteristics.
- The second group is the organizational factors such as social perception, quality and difficulty of work, wages, appreciation, social opportunities, working conditions.

The conceptual dimension of job satisfaction is based on the employee's evaluation of the organization. Because the level of knowledge of the employee about the organization affects the individuals' job satisfaction level. The emotional dimension of job satisfaction reflects the employee's feelings about work and workplace. Finally, the behavioral responses of the employee towards the organization, such as not coming to work, coming to work late, intending to quit, indicate the behavioral dimension of job satisfaction. The behavioral dimension of job satisfaction is one of the subjects that are examined especially in the fields of psychology and management [14].

The relationship between job satisfaction and employee behavior exhibits different results in different studies. Despite the contradictive results, why organizations should give importance to job satisfaction is explained in three reasons. These reasons are humanistic, economic and theoretical reasons. Internal dimension is value, responsibility, success, social status and position at work. External dimensions are wage, promotion, business relations, support, management policies and practices. Total job satisfaction is the sum of internal and external satisfaction. Job satisfaction can be classified as physiological and psychological needs. The physiological need decreases as it is satisfied, the psychological need increases as it is satisfied. Continuity in job satisfaction increases employees' commitment to the organization. Reduction in job satisfaction reduces the efficiency of the employee and thus, brings cost to the organization [11].

1.3. The Impact of Authentic Leadership Behavior on Job Satisfaction

There are two reasons why job satisfaction is important for both the organizations and the employees involved in the organization. The first one is that job dissatisfaction is the most important indicator of the deterioration of conditions in any organization. Hence, employees' dissatisfaction with their jobs can cause many negative situations such as their job slowdown, low productivity and work discipline. As a matter of fact, job dissatisfaction causes the organization's immune system to weaken and a decrease in the organization's ability to react to external threats and it the disappearance of the organization [15]. The second is that it directly affects the physical and mental health of the employees, resulting in an increase or decrease in their performance and efficiency [16].

Employees want their managers to have leadership qualities. The gap in the difference between the leadership style displayed by the managers and the leadership style expected by the employees leads to job dissatisfaction. Therefore, authentic leadership feature positively affects job satisfaction. As the distance between the authentic leadership style that the wage earners expect their managers to show and the leadership style they perceive decreases, the level of job satisfaction increases. The fact that the leadership behavior of the managers in the organization brings satisfaction to the employees makes an open communication between the leader possible. This situation reduces the intra-organizational work stress and provides the creation of an organizational environment that will increase the

performance of employees. Thus, the job satisfaction of the employees increases and the employee turnover rate decreases [17].

Authentic leaders are individuals who have a high level of personal awareness and who attribute this knowledge as learning from themselves to improve their followers. In leaders with authentic view, the high level of personal awareness of the leaders is on the top and they have the power to influence the thinking, motivation and behavior choices of the followers. Authentic leaders desire to serve others through leadership; they pay more attention to empowering other people than to gain power, money or prestige for themselves. It is indicated that authentic leaders have a number of qualities such as positive energy, high sense of integrity, moral character and self-discipline, having a clear purpose, caring for other people, trust, optimism, hope and flexibility. Although authentic leadership is extremely important in achieving the targets of the organization, it is accepted that this is not enough alone. The point to pay attention to here is how the authentic leader affects the attitudes and behaviors of the audience and how to develop some positive emotions such as hope, confidence and optimism. In this respect, an examination of the effect of authentic leadership on job satisfaction is a necessity.

2. Method

2.1. Research Objective

The objective of this research is the examination of the impact of employees' perceptions of their managers' leadership behaviors on their job satisfaction.

The concept of authentic leadership is among the most discussed, researched and intriguing subject in the literature of leadership in recent years. For this reason, the subject of authentic leadership attracts an ever-increasing interest by academicians and researchers in the present time. Practitioners and scientists being interested in authentic leadership led to the attempt to associate this leadership style with different concepts. Together with this research it is important for the future studies that authentic leadership is paired with job satisfaction.

2.2. Research Sample and Data Collection

The sample of the research consists of the employees of 13 accommodation establishments with 4 or more stars who are active in the tourism sector in Istanbul and who are determined with convenience sampling method. Questionnaire technique was used as data collection tool in the research. The questionnaire form was applied to 276 employees and as a result of removing the incorrect and incomplete answers, the data obtained from 246 hotel employees was analyzed in SPSS 22.0 program. Descriptive statistics were used to reveal the characteristics of the sample, and correlation analysis was used to determine the relationship between authentic leadership behavior and job satisfaction; regression analysis was used to determine the effect of authentic leadership on job satisfaction.

The findings of the research are limited to the expressions in the sample and the questionnaire, while all kinds of comments put forward in the research are limited to those who have been reached from the participants in 13 hospitality enterprises with 4 or more stars with the data collection tool. It was assumed that the research sample was quantitatively large enough for statistical analysis and at the same time, it was assumed that the expressions in the scales were understood correctly and the participants who accepted to participate in the research in accordance with the voluntarism principle gave their answers truthfully.

2.3. Research Model and Hypothesis

In this research, which was conducted to examine the effect of employees' perceptions about leadership behaviors of their managers on job satisfaction, correlational survey method was used to develop hypotheses.

In line with the stated purpose of the research, the conceptual model in Figure 1 was developed. The model shows the effect of authentic leadership behavior on job satisfaction; it also shows the effect of transparency, internalized moral, balanced evaluation of information and self-awareness dimensions on the intrinsic and external satisfaction dimensions that constitute the job satisfaction.

The basic assumption of the model of the research was that authentic leadership behavior has an impact above the effect of on job satisfaction. For this purpose, primarily it has been investigated whether there is a statistically significant relationship (correlation) between authentic leadership behavior and between the intrinsic and external satisfaction dimensions that constitute the job satisfaction of the dimensions of transparency, internalized moral, balanced evaluation of information and self-awareness dimensions. Later the following hypotheses of the research were tested.

H1: Authentic leadership behavior has a statistically significant effect on job satisfaction.

H2: Transparency in relationships has a statistically significant effect on intrinsic satisfaction.

H3: Internalized moral has a statistically significant effect on intrinsic satisfaction.

H4: Balanced evaluation of information has a statistically significant effect on intrinsic satisfaction.

H5: Self-awareness has a statistically significant effect on intrinsic satisfaction.

H6: Transparency in relations has a statistically significant effect on external satisfaction.

H7: Internalized moral has a statistically significant effect on external satisfaction.

H8: Balanced evaluation of information has a statistically significant effect on external satisfaction.

H9: Self-awareness has a statistically significant effect on external satisfaction.
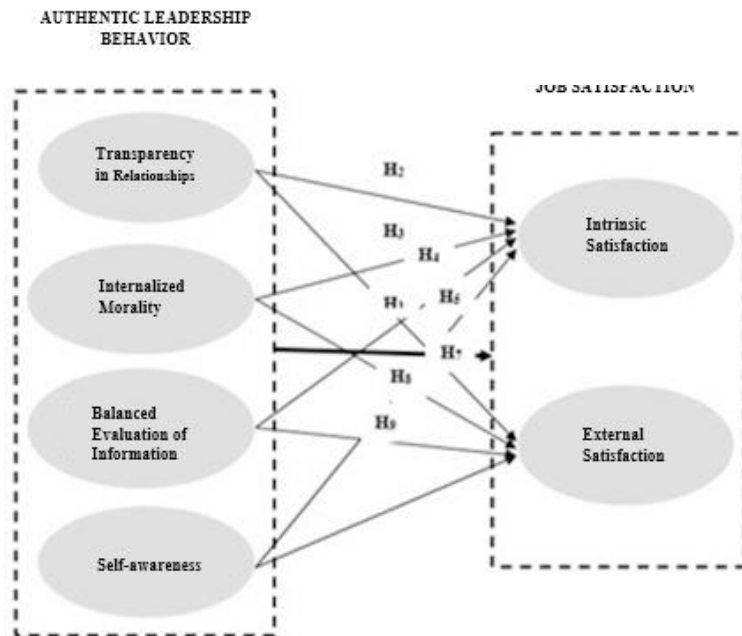
Figure 1. Research model

3. Data Analysis and Findings

In this part of the research, the findings arising from the analyzes of the data obtained from 246 participants are presented. The findings were presented and interpreted through tables.

3.1. General Features of Participants

Table 1 shows the demographic information of 246 employees who are the sample of the research.

Table 1. Demographic features

Features	Options	f	%
Sex	Female	160	65
	Male	86	35

Age	18-24	58	23,6
	25-34	72	29,3
	35-44	66	26,8
	45-54	50	20,3
Educational Status	Primary School	30	12,2
	High School	46	18,7
	Bachelor's Degree	144	58,5
	Master's Degree/Doctoral Degree	26	10,6

When the demographic characteristics of the employees are examined, it was seen that the female (65%) participants are more than the male participants (35%). When the employees are evaluated in terms of their ages, it was observed that the participants between the ages of 25-34 are approximately 30%, while those between 45-54 years were one-fifth of the participants. Considering the educational status of the participants, it was found that the percentage of university graduates accounted for approximately 60% of the participants and the ratio of participants with high school education and lower level was 30.9%.

3.2. Perceived Authentic Leadership Levels

The findings regarding the perceived authentic leadership levels of the participants are presented in Table 2.

Table 2. Perceived authentic leadership level

Dimensions	f	Avg.	Std. Deviation
Transparency in Relationships	246	3,735	0,748
Internalized Moral	246	3,612	0,836
Balanced Evaluation of Information	246	3,740	0,874
Self-awareness	246	3,772	0,791
Authentic Leadership Behavior (General)	**246**	**3,714**	**0,692**

Considering the authentic leadership levels perceived by the employees, it was observed that the averages of each sub-dimension were close to both the general authentic leadership behavior dimension and each other. From the sub-dimensions of the perceived authentic leadership behavior, "transparency in relations" was found high in level (3,735 ± 0,748); "internalized moral" was found high in level (3,612 ± 0,836); "balanced evaluation of information" was found high in level (3,740 ± 0,874); "self-awareness" was found high in level (3,772 ± 0,791) and "perceived general authentic leadership" was found high in level (3,714 ± 0,692).

3.3. Job Satisfaction Levels

The findings regarding the perceived authentic leadership levels of the participants are presented in Table 3.

Table 3. Job satisfaction levels of participants

Dimensions	f	Avg.	Std. Deviation
Intrinsic Satisfaction	246	3,835	0,727
External Satisfaction	246	3,767	0,803
Job Satisfaction (General)	246	3,808	0,724

When the job satisfaction of the employees in the research was examined, it was seen that the intrinsic satisfaction was relatively higher than the external satisfaction. When the sub-dimensions of job satisfaction were examined one by one, it was determined that the "intrinsic satisfaction" level of the employees was high in level (3,835 ± 0,727); "external satisfaction" level of the employees was high in level (3,767 ± 0,803) and "general satisfaction" level of the

employees was high in level.

Analysis of the Impact of Authentic Leadership Behavior on Job Satisfaction

In this section, the effect of authentic leadership behaviors of the employees on the job satisfaction was examined. For this purpose, at first approaching the variables of the research, it has been examined whether there is a statistically significant relationship (correlation) between authentic leadership and dimensions of transparency in relations, internalized moral, balanced evaluation of information, self-awareness that constitute authentic leadership and job satisfaction and intrinsic and external satisfaction dimensions which constitute job satisfaction.

3.4. Correlation Analysis

Table 4 presents the findings of the correlation analysis that was realized to determine the direction and strength of the linear relationship between the employees' perceived authentic leadership and job satisfaction.

Table 4. Correlation analysis for the relationship between perceived authentic leadership and job satisfaction

DIMENSIONS	Transparency in Relationships	Internalized Moral	Balanced Evaluation of Information	Self-awareness	**Authentic Leadership (General)**
Intrinsic Satisfaction	0,607**	0,643**	0,631**	0,674**	0,741**
External Satisfaction	0,533**	0,669**	0,594**	0,623**	0,700**
Job Satisfaction (General)	0,602**	0,684**	0,644**	0,682**	0,757**

**Correlations were significant at the level of 0,01 ($p < 0,01$).

When the findings in Table 4 are examined,
- There is a positive, high level, statistically significant linear relationship between authentic leadership and job satisfaction.
- It is possible to state that there was a medium-level, positive, statistically significant linear relationship between job satisfaction and each of the sub-dimensions that constitute the authentic leadership dimension which are transparency in relationships (r=0,602; p=0,000), internalized moral (r=0,684; p=0,000), balanced evaluation of information (r=0,644; p=0,000), self-awareness (r=0,682; p=0,000).
- It is seen that there was a high level, positive, statistically significant linear relationship between intrinsic satisfaction and authentic leadership (r=0,741; p=0,000). Additionally, it is seen that there was a medium-level, positive, statistically significant linear relationship between intrinsic satisfaction and each of the sub-dimensions that constitute the authentic leadership dimension which are transparency in relationships (r=0,607; p=0,000), internalized moral (r=0,643; p=0,000), balanced evaluation of information (r=0,631; p=0,000), self-awareness (r=0,674; p=0,000).
- It is possible to state that there was a high level, positive, statistically significant linear relationship between external satisfaction and authentic leadership (r=0,700; p=0,000). On the other hand, it is seen that there was a medium-level, positive, statistically significant linear relationship between external satisfaction and each of the sub-dimensions that constitute the authentic leadership dimension which are transparency in relationships (r=0,533; p=0,000), internalized moral (r=0,669; p=0,000), balanced evaluation of information (r=0,594; p=0,000), self-awareness (r=0,623; p=0,000).

Regression Analysis

The results of the regression analysis realized in order to identify to what extend the authentic leadership and dimensions of transparency in relations, internalized moral, balanced evaluation of information, self-awareness that constitute authentic leadership effects the job satisfaction of employees of hosting enterprises and intrinsic and external satisfaction that constitutes the job satisfaction are presented in Table 5, Table 6 and Table 7.

Table 5. Regression analysis results table on the effect of authentic leadership on job satisfaction

Dependent Variable: Job Satisfaction					
R=,757 R² = ,573 Corrected R²= ,572 Std. Error of Estimation =,474 Durbin-Watson= 1,752 F= 327,891 p< 0,000					
Variables	Non-Standardized Coefficients		Standardized Coefficients	t	p.
	B	Standard Error	Beta (β)		
Fixed	,866	,165		5,242	,000
Authentic Leadership	,792	,044	,757	18,108	,000

When the results of the regression analysis in Table 5 are examined, it is seen that there is a positive and statistically significant relationship between authentic leadership and job satisfaction (R:0,537; p<0,000). This relationship is indicative of the providing of theoretical expectation of the model.

According to Table 5, which includes the results of the analysis for regression analysis, while the dependent variable in the model was designated as "job satisfaction", the independent variables were designated as "authentic leadership". According to this, authentic leadership, which is an independent variable, explains 57,2 % of the change in job satisfaction (Adjusted R2=0,572).

The results in Table 5 show that; the explanatory of the model was statistically significant (F=327,891; p<0,000). When the results regarding the effect of the independent variable in the regression model on the dependent variable were evaluated, it was seen that authentic leadership (t=18,108;p=,000) has a statistically significant effect on job satisfaction. In addition, in the light of the findings, it is possible to say that authentic leadership increases job satisfaction (ß=0,792).

Table 6. Regression analysis results table on the effects of authentic leadership sub-dimensions on intrinsic satisfaction

Dependent Variable: *Intrinsic Satisfaction*							
R=,743 R² = ,553 Corrected R²= ,553 Std. Error of Estimation =,490 Durbin-Watson= 1,919 F= 74,405 p< 0,000							
Variables	Non-Standardized Coefficients		Standardized Coefficients	t	p.	Collinearity Statistics	
	B	Standard Error	Beta (β)			Tolerance	VIF
Fixed	,946	,174		5,431	,000		
Transparency in relationships	,196	,058	,202	3,349	,001	,512	1,952
Internalized moral	,169	,059	,195	2,853	,005	,399	2,506
Balanced evaluation of information	,143	,057	,172	2,526	,012	,402	2,489
Self-awareness	,268	,064	,292	4,214	,000	,387	2,586

When the results of the regression analysis in Table 6 are evaluated, it was seen that there was a positive and statistically significant relationship between internal satisfaction and the variables that constitute the authentic leadership that are transparency in relationships, internalized moral, balanced evaluation of information and self-awareness (R:0,743; p<0,000). This relationship provides the theoretical expectations of the model.

According to Table 5, which includes the results of the analysis for regression analysis, while the dependent variable in the model was designated as "intrinsic satisfaction", the independent variables were designated as "transparency in relationships, internalized moral, balanced evaluation of information, self-awareness". According to this, the independent variables explain 54,5 % of the change in intrinsic satisfaction (Adjusted R2=0,545). In addition, all the independent variables in the model established to reveal the variables that affect the intrinsic satisfaction of

employees have a statistically significant effect on job satisfaction (p<0.05).

The results in Table 6 show that; the explanatory of the model was statistically significant (F=74,405;p<0,000). When the results regarding the effect of independent variables in multiple regression model on dependent variables are evaluated; it is seen that transparency in relationships (t=3,349; p=,001), internalized moral (t=2,853; p=,005), balanced evaluation of information (t=2,526; p=,012) and self-awareness (t=4,214; p=,000) have a statistically significant effect on internal satisfaction (p <0,05). When the effects of the sub-dimensions that constitutes the authentic leadership on intrinsic satisfaction are evaluated, it was determined that the authentic leadership dimension which has the highest effect on the internal satisfaction of employees is self-awareness (ß=0,268).

Table 7. Regression analysis results table on the effects of authentic leadership sub-dimensions on external satisfaction

Dependent Variable: *Intrinsic Satisfaction*							
R=,714 **R²=** ,509 **Corrected R²=** ,501 **Std. Error of Estimation =**,567 **Durbin-Watson**= 1,702 **F**= 62,543 **p**< 0,000							
Variables	**Non-Standardized Coefficients**		**Standardized Coefficients**	**t**	**p.**	**Collinearity Statistics**	
	B	**Standard Error**	**Beta (β)**			**Tolerance**	**VIF**
Fixed	,852	,202		4,225	,000		
Transparency in relationships	,077	,068	,072	1,144	,254	,512	1,952
Internalized moral	,365	,069	,379	5,311	,000	,399	2,506
Balanced evaluation of information	,116	,065	,126	1,767	,079	,402	2,489
Self-awareness	,233	,074	,229	3,156	,002	,387	2,586

When the results of the regression analysis in Table 7 are evaluated, it is revealed that there was a positive and statistically significant relationship between external satisfaction and the variables that constitute the authentic leadership that are transparency in relationships, internalized moral, balanced evaluation of information and self-awareness (R:0,714; p<0,000). This relationship provides the theoretical expectations of the model.

According to Table 7, which includes the results of the analysis for regression analysis, while the dependent variable in the model was designated as "intrinsic satisfaction", the independent variables were designated as "transparency in relationships, internalized moral, balanced evaluation of information, self-awareness". According to this, the independent variables explain 50,1 % of the change in intrinsic satisfaction (Adjusted R2=0,501).

The results in Table 7 show that; the explanatory of the model was statistically significant (F=74,405;p<0,000). When the results regarding the effect of independent variables in multiple regression model on dependent variables are evaluated; it is seen that transparency in relationships (t=5,311; p=,000), internalized moral (t=4,214; p=,002), balanced evaluation of information (t=0,05; p=,012) and self-awareness (t=4,214; p=,000) have a statistically significant effect on internal satisfaction (p <0,05). On the other hand, it was found that transparency in relationships (t=1,144; p=254), and balanced evaluation of information (t=1,767; p=,079) sub-dimensions that constitute authentic leadership did not have a statistically significant effect on external satisfaction (p>0,05). When the effects of the sub-dimensions that constitutes the authentic leadership on intrinsic satisfaction are evaluated, it was determined that the authentic leadership dimension which has the highest effect on the external satisfaction of employees was internalized moral (ß=0,365).

Table 8. Hypothesis test results

H	**Hypotheses**	**p.**	**Acceptance/Rejection**
H₁	**Authentic Leadership Behavior → *Business Satisfaction***	*0,000*	*Acceptance*
H₂	**Transparency in Relationships → *Intrinsic Satisfaction***	*0,001*	*Acceptance*
H₃	**Internalized Moral→ *Intrinsic Satisfaction***	*0,005*	*Acceptance*
H₄	**Balanced Evaluation of Information → *Intrinsic Satisfaction***	*0,012*	*Acceptance*
H₅	**Self-awareness → Intrinsic Satisfaction**	*0,000*	*Acceptance*

H₆	**Transparency in Relationships → *External Satisfaction***	***0,000***	***Acceptance***
H₇	Internalized Moral → External Satisfaction	0,254	Rejection
H₈	**Balanced Evaluation of Information → *External Satisfaction***	**0,000**	***Acceptance***
H₉	Self-awareness → External Satisfaction	0,079	*Rejection*

Table 8 shows the acceptance/rejection situations of the hypotheses that form the basis of the research and are examined. The results show that; the hypotheses H1, H2, H3, H4, H5, H6 and H8 are accepted; the hypotheses H7 and H9 are rejected.

4. Discussion and Conclusion

The sample of this research, which was conducted in order to examine the effects of the employees' perceptions about leadership behaviors of their managers on job satisfaction, is composed of the employees of 13 hosting enterprises with 4 or more stars operating in the tourism sector in Istanbul. The majority of the employees included in the research were women (65%) and between 25-30 years old. In addition, university graduates account for approximately 60% of the sample.

The results of the correlation analysis conducted to determine the linear relationship between authentic leadership and job satisfaction, which are the main variables of the research, show that there is a r=0,537; p=0,000 statistically significant, positive and medium-level relationship between the employees' authentic leadership perceptions and job satisfaction. In addition, the results of the regression analysis conducted to determine the impact of authentic leadership behavior on job satisfaction show that authentic leadership (t=18,108;p=,000) has a statistically significant effect on job satisfaction and that authentic leadership increases job satisfaction (ß=0,792).

The results of the regression analysis conducted to examine the effects of transparency in relationships, internalized moral, balanced evaluation of information and self-awareness sub-dimensions that constitute the authentic leadership on the intrinsic satisfaction, which is one of the sub-dimensions of job satisfaction; has shown that all variables included in the model established in order to reveal the level of impact and statistical significance of the variables affecting the intrinsic satisfaction of employees have statistically significant effect on job satisfaction (p<0,05). In addition, it is among the results of the research that the authentic leadership dimension, which has the highest effect on the intrinsic satisfaction of employees, was self-awareness (ß=0,268).

The results of the regression analysis conducted to examine the effects of transparency in relationships, internalized moral, balanced evaluation of information and self-awareness sub-dimensions that constitute the authentic leadership on the external satisfaction, which is one of the sub-dimensions of job satisfaction, has shown that internalized moral (t= 5,311; p=,000) and self-awareness (t=4,214; p=,002) among the variables that affect the external satisfaction of the employees have statistically significant effect (p<,005). On the other hand, it was found that transparency in relationships (t=1,144; p=254), and balanced evaluation of information (t=1,767; p=,079) sub-dimensions that constitute authentic leadership did not have a statistically significant effect on external satisfaction (p>0,05). In addition, it has been determined that the authentic leadership dimension, which has the highest effect on the external satisfaction of employees, was internalized moral (ß=0.365).

The fact that the concept of authentic leadership is one of the most discussed, researched and curious topics in the leadership literature in recent years plays an important role in the realization of this research. The subject of authentic leadership is considered as one of the main variables of this research, since it has been receiving an increasing interest by academicians, researchers and practitioners. The researches on attempting to relate authentic leadership behavior to different concepts gaining momentum has made it important to examine it together with the job satisfaction in this research. It is taught that authentic leadership being paired with job satisfaction with this research will shed light to the future researches. Additionally, it will also be useful for future studies to approach authentic leadership with different concepts related to both other types of leadership and organizational behavior. In addition, in future researches, the realization of the researches in which authentic leadership is handled together with the basic characteristics of the business culture will enable a better understanding of the organizational climate.

In this research, using convenience sampling method as a sampling method emerges as a constraint. The use of sampling methods based on probability in the following studies will bring benefit in terms of the generalization of the results. On the other hand, when the fact that the sample of this research are hospitality enterprises with 4 or more

stars operating in the tourism sector in Istanbul is approached, realization of future researches that include the employees of hospitality enterprises with below 4 stars that are left out of the sample might be useful to reveal different levels of organizational behavior. In addition, this research, which approaches the concept of authentic leadership together with job satisfaction, will be beneficial to re-examine these two concepts after having been conducted in different sectors from service sector.

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