IMPACT OF SELF ORIENTATIONS ON THE LEADERSHIP NEED AND PSYCHOLOGICAL WELL-BEING

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Introduction

Self-construal studies which draw much interest in psychology field, have recently started to take place in academic life. Self is basically defined as interdependent-independent self-types depending on the extent of relationship of individuals with others (Markus and Kitayama, 1991; Kağıtçıbaşı, 2013). Beliefs, attitudes, goals and behaviors are regulated by self-construal types.

The aim of this study is to take Balanced Integration and Differentiation Model (Balanced Model) as a basis and accordingly to examine the impact of individuated and relational self-orientation on leadership need and psychological well-being in Turkey.


Method

The participants filled out the questionnaire forms on consent. Participants consisted of 122 individuals (39 female, 83 male) working in a private company active in retail sector. Their age average was 30.72 (range: ages of 19-45, SS =5.03) and their average working time in the company was 2.73 years (range 1-20 years, SS=40.27). 48% of the participants are university graduates.

Findings

Multiple linear regression analysis was conducted in order to examine to what extent, self-orientation types determine the psychological well-being of employees. The results of multiple regression analysis are significant F(2, 119) = 33.038, p<.001. Adjusted $R^2$ value is 0.35. This result shows that the 35% variance in psychological well
being level is both explained by relatedness and individuation. Relational self-orientation ($\beta = 0.50, p < .01$) and individuation self-orientation ($\beta = 0.25, p < .01$) predicted to psychological well-being status. In line of these results hypothesis 1 is accepted.

In order to explore the impact of self-orientations on leadership need, separate multiple regression analysis were conducted for task oriented leadership need and relation oriented leadership need. Model is statistically significant for task oriented leadership need $F(2,119) = 3.923, p < .050$. Adjusted $R^2$ value is 0.05. Being high in individuation self-orientation significantly (negatively) predicts task oriented leadership need ($\beta = -0.21, p < .050$). According to these results the second hypothesis of the research was accepted for individuation self-orientation and task oriented leadership need.

Discussion

This study, provides contribution to our understanding of the role of self-orientations which is a possible personal variable on leadership need and psychological well-being status of employees. First of all, there is a significant and positive relationship between relational and individuation self-orientations and psychological well-being level (Hypothesis 1). This finding, which is congruent with other researches in the literature, (Beydoğan, 2008; İmamoğlu and Beydoğan, 2011; Karakitapoglu-Aygün, 2004), especially states that relational self-orientation directly predicts psychological well-being status. Preserving and developing social relations with others is important for people who have high relational self-orientation; their relation with variables like positive affect and attachment security (İmamoğlu, 2003; İmamoğlu and İmamoğlu, 2007) would positively affect the well-being of employees. In this context, psychological well-being, which contains both relational and individual personal growth, can be explained by Balance Model.

In the research, when we secondly examine the leadership need as two types: relation oriented and task oriented leadership need, it was detected that as the individuation self-orientation of employees increased, their task oriented leadership need is decreased. Although a negative relation was observed between relational self-orientation and relation oriented leadership need, this relation was not statistically significant. The properties among the individuation self-orientation such as tolerance to ambiguity, curiosity, internal motivation and free will (İmamoğlu, 2003), diminishes the task oriented leadership need where details of works to be done are given and goals are determined by the leader. Authenticity, which was defined by Kağıtçıbaşı (2013, s.196) as self management (not being managed by other), affects the need for task oriented leadership. As stated by De Vries et al., (1998), as the need for leadership decreases, the interventions of leaders are perceived to be unnecessary by the followers.

References


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