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

Dr.Aytül Ayşe Özdemir

Anadolu University, Faculty of Economics and Administrative Sciences,

Department of Labor Economics and Industrial Relationships

Eskişehir, Turkey

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.

BID model considers that individuation and relatedness are distinct, and complementary self-orientations for self-system (İmamoğlu, 2003). As a natural need, both of them is required for optimal psychological functioning (İmamoğlu, 1998, 2003; İmamoğlu and Beydoğan, 2011; İmamoğlu and Güler-Edwards, 2007; İmamoğlu and İmamoğlu, 2007, İmamoğlu and Karakitapoğlu-Aygün, 2004, 2007). Individuated self-orientation is related with exploration security, need for cognition, curiosity, tolerance for ambiguity and perceived autonomy. On the other hand, relational self-orientation is related with variables such as love-acceptance, satisfaction with general life domains, close relationship with family, attachment security, positive affectivity, low trait anxiety, and positive future expectations (İmamoğlu, 1998; 2003; İmamoğlu, Günaydın and Selçuk, 2011; İmamoğlu and Güler-Edwards, 2007; İmamoğlu and Aygün-Karakitapoğlu, 2006; İmamoğlu and İmamoğlu, 2007)

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 (β = 0.50, p < .01) and individuational self-orientation (β = 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 individuational self-orientation significantly (negatively) predicts task oriented leadership need (β = - 0.21 p < .050). According to these results the second hypothesis of the research was accepted for individuational 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 individuational 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; Karakitapoğlu-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 individuational 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 individuational 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. Authencity, 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

Avey, J. B., Luthans, F., Smith, R. M., & Palmer, N. F. (2010). Impact of positive psychological capital on employee well-being over time. *Journal of Occupational Health Psychology*, *15*(1), 17-28.

Aycan, Z. (2001). Human resource management in Turkey-Current issues and future challenges. *International Journal of Manpower*, *22*(3), 252-260.

Beydoğan, B. (2008). *Self-construal differences in perceived work situation and well-being*, Unpublished Doctoral Thesis, Ankara: Middle East University.

Brockner, J., Cremer, D.D., Bos, K., & Chen, Y. (2005). The influence of interdependent self-construal on procedural fairness effects. *Organizational Behavior and Human Decision Processes, 96,* 155–167.

Cooper, D., & Thatcher, S. M. (2010). Identification in organizations: The role of self-concept orientations and identification motives. *Academy of Management Review*, *35* (4), 516-538.

Cross, S. E., Gore, J. S., & Morris, M. L. (2003). The relational-interdependent self-construal, self-concept consistency, and well-being. *Journal of personality and social psychology*, *85* (5), 933-944.

Cross, S. E., & Morris, M. L. (2003). Getting to know you: The relational self-construal, relational cognition, and well-being. *Personality and Social Psychology Bulletin*, *29* (4), 512-523.

Cross, S. E., Hardin, E. E., & Gercek-Swing, B. (2011). The what, how, why, and where of self-construal. *Personality and Social Psychology Review*, *15* (2), 142-149.

De Vries, R. E., Roe, R. A., & Taillieu, T. C. (2002). Need for leadership as a moderator of the relationships between leadership and individual outcomes. *The Leadership Quarterly*, *13* (2), 121-137.

De Vries, R. E., Roe, R. A., & Taillieu, T. C. (1998). Need for Supervision Its Impact on Leadership Effectiveness. *The Journal of Applied Behavioral Science*, *34*(4), 486-501.

De Vries, R. E. D. (1999). On charisma and need for leadership. *European Journal of Work and Organizational Psychology*, *8* (1), 109-133.

Deci, E. L., & Ryan, R. M. (2000). The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, *11* (4), 227-268.

Diener, E., Suh, E. M., Lucas, R. E., & Smith, H. L. (1999). Subjective well-being: Three decades of progress. *Psychological bulletin*, *125* (2), 276-302.

Diener, E., Oishi, S., & Lucas, R. E. (2009). Subjective well-being: The science of happiness and life satisfaction. *Oxford Handbook of Positive Psychology*, Ed: C.R.Synder ve Shane Lopez, Oxford: Oxford University Press, 187-204.

Emmons, R. A., & Diener, E. (1985). Personality correlates of subjective well-being. *Personality and Social Psychology Bulletin*, *11* (1), 89-97.

Fikret Paşa, S., Kabasakal, H., & Bodur, M. (2001). Society, organisations, and leadership in Turkey. *Applied Psychology*, *50* (4), 559-589.

Fiske, S. T., & Taylor, S. E. (1991). Social Cognition. New York: McGraw-Hill.

Harrington, R., & Loffredo, D. A. (2011). Insight, rumination, and self-reflection as predictors of well-being. *The Journal of Psychology, 145,* 39-57.

House, R. J. (1971). A path goal theory of leader effectiveness. *Administrative Science Quarterly*, 321-339.

House, R. J. (1996). Path-goal theory of leadership: Lessons, legacy, and a reformulated theory. *The Leadership Quarterly*, *7* (3), 323-352.

House, R. J., & Mitchell, T. R. (1974). Path-goal theory of leadership. *Journal of Contemporary Business*, 3, 81-97.

İmamoğlu, E. O. (1998). Individualism and collectivism in a model and scale of balanced differentiation and integration. *The Journal of Psychology*, *132* (1), 95-105.

İmamoğlu, E. O., & Beydoğan, B. (2011). Impact of self-orientations and work-context–related variables on the well-being of public-and private-sector Turkish employees. *The Journal of Psychology*, *145* (4), 267-296.

İmamoğlu, E. O., & Imamoğlu, S. (2007). Relationship between attachment security and self-construal orientations. *Journal of Psychology, 141,* 539-558.

İmamoğlu, E. O., & Karakitapoğlu-Aygün, Z. (2007). Relatedness of identities and emotional closeness with parents across and within cultures. *Asian Journal of Social Psychology, 10,* 145-161.

İmamoğlu, O. E. (2003). Individuation and relatedness: Not opposing, but distinct and complementary. *Genetic, Social, and General Psychology Monographs, 129,* 367-402.

İmamoğlu,E.O., & Güler-Edwards, A. (2007). Geleceğe ilişkin yönelimlerde benlik tipine bağlı farklılıklar. *Türk Psikoloji Dergisi, 22,* 115-138. (Self-Related Differences in Future Time Orientations, Turkish Psychology Journal).

İmamoğlu,E.O.,& Karakitapoğlu-Aygün, Z.(2006). Actual,ideal and expected relatedness with parents across and within cultures. *European Journal of Social Psychology, 36,* 721-745.

İmamooglu, E. O., & Karakitapoğlu-Aygün, Z. (2004). Self-construals and values in different cultural and socioeconomic contexts. *Genetic, Social and General Psychology Monographs, 130,* 277-306.

İmamoğlu, E. O., Günaydın, G., & Selçuk, E. (2011). Özgün benliğin yordayıcıları olarak kendileşme ve ilişkililik: Cinsiyetin ve kültürel yönelimlerin ötesinde. *Türk Psikoloji Dergisi*, *26* (67), 27-43. (Individuation and Relatedness as Predictors of the Authentic Self: Beyond Gender and Cultural Orientations, Turkish Journal of Psychology).

Ji, J. (2012). Chinese People's Self-Construal and Its Relationship with Conflict Management Styles. *Public Personnel Management*, *41*(5), 69-78.

Johnson, R. E., & Chang, C. H. (2006). "I" is to continuance as "We" is to affective: the relevance of the self-concept for organizational commitment. *Journal of Organizational Behavior*, *27* (5), 549-570.

Johnson, R. E., Selenta, C., & Lord, R. G. (2006). When organizational justice and the self-concept meet: Consequences for the organization and its members. *Organizational Behavior and Human Decision Processes*, *99* (2), 175-201.

Kabasakal, H., & Bodur, M. (2002). Arabic cluster: A bridge between East and West. *Journal of World Business*, *37* (1), 40-54.

Kağıtçıbaşı, Ç. (2013). *Benlik, aile ve insan gelişimi, kültürel psikoloji*. İstanbul: Koç Üniversitesi Yayınları. (Self, family and Human Development, Cultural Psychology, Koc University).

Karakitapoğlu-Aygün, Z., & Gumusluoglu, L. (2013). The bright and dark sides of leadership: Transformational vs. non-transformational leadership in a non-Western context. *Leadership*, *9* (1), 107-133.

Kashdan, T. B., Biswas-Diener, R., & King, L. A. (2008). Reconsidering happiness: The costs of distinguishing between hedonics and eudaimonia. *The Journal of Positive Psychology*, *3*(4), 219-233.

Kerr, S., & Jermier, J. M. (1978). Substitutes for leadership: Their

meaning and measurement. *Organizational Behavior and Human Performance*, *22* (3), 375-403.

Landeweerd, J. A., & Boumans, N. P. (1994). The effect of work dimensions and need for autonomy on nurses' work satisfaction and health. *Journal of Occupational and Organizational Psychology*, *67* (3), 207-217.

Luthans, F., Luthans K.W., & Luthans, B.C. (2004). Positive psychological capital: beyond human and social capital. *Business Horizons, 47* (1), 45-50.

Markus, H. R., & Kitayama, S. (1991). Culture and the self: Implications for cognition, emotion, and motivation. *Psychological Review*, *98* (2), 224-253.

Myers, D. G., & Diener, E. (1995). Who is happy?. *Psychological Science*, *6* (1), 10-19.

Pekerti, A. A., & Kwantes, C. (2011). The effect of self-construals on perceptions of organizational events. *International Journal of Cross Cultural Management, 11* (3), **303-323.**

Pellegrini, E. K., & Scandura, T. A. (2006). Leader–member exchange (LMX), paternalism, and delegation in the Turkish business culture: An empirical investigation. *Journal of International Business Studies*, *37*(2), 264-279.

Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*, *55*(1), 68-78.

Ryff, C. D. (1989). Happiness is everything, or is it? Explorations on the meaning of psychological well-being. *Journal of Personality and Social Psychology*, *57* (6), 1069-1081.

Ryff, C. D., & Keyes, C. L. M. (1995). The structure of psychological well-being revisited. *Journal of Personality and Social Psychology*, *69*(4), 719-727.

Ryff, C. D., & Singer, B. H. (2008). Know thyself and become what you are: A eudaimonic approach to psychological well-being. *Journal of Happiness Studies, 9,* 13-39.

Waterman, A. S. (2008). Reconsidering happiness: A eudaimonist's perspective. *The Journal of Positive Psychology*, *3*(4), 234-252.

Van Knippenberg, D., Van Knippenberg, B., De Cremer, D., & Hogg, M. A. (2004). Leadership, self, and identity: A review and research agenda. *The Leadership Quarterly*, *15* (6), 825-856.

Wright, T. A., & Bonett, D. G. (2007). Job satisfaction and psychological well-being as nonadditive predictors of workplace turnover. *Journal of Management*, *33* (2), 141-160.

Wright, T. A., & Cropanzano, R. (2000). Psychological well-being and job satisfaction as predictors of job performance. *Journal of Occupational Health Psychology*, *5* (1), 84-94.

Wright, T. A., Cropanzano, R., & Bonett, D. G. (2007). The moderating role of employee positive well being on the relation between job satisfaction and job performance. *Journal of Occupational Health Psychology*, *12*(2), 93-104.