

## The Impact of People-Oriented and Task-Oriented Leadership Styles on Employees' Career Aspirations: A Study in the Tourism Sector

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### Abstract

This research aims to examine the impact of people-oriented and task-oriented leadership styles on the career aspirations of individuals working in the tourism sector. The study particularly evaluates the guiding and determining effects of people-oriented and task-oriented leadership styles on employees' desire to build a career. In this context, the relationship between leadership approaches, employees' individual development, and their level of commitment to the sector has been investigated. The population of the research consists of employees working in accommodation enterprises operating in Antalya. The sample comprises 421 hotel employees, selected from this population through the simple random sampling method, who voluntarily participated in the study. A quantitative research method was adopted, and the survey technique was employed as the data collection tool.

**Keywords:** Leadership Styles, People-Oriented Leadership, Task-Oriented Leadership, Desire to Make a Career, Desire to Make a Career in Tourism, Tourism Employees

### 1.INTRODUCTION

The word *leadership*, in terms of its etymological origin, means "to pioneer, to take the lead, to show the way." Human beings, by nature, tend to live together, and some individuals within a community may be more dominant than others in various respects. Such an individual may become a leader with the approval of other individuals. Therefore, leadership is the result of the leader's interaction with other individuals in the community (İbicioğlu, Özmen & Taş, 2009: 2).

Leadership and management are concepts that are often confused and likened to each other in many aspects. Leaders are individuals who take responsibility, combine their power and knowledge, and are followed by group members. Leadership is concerned not only with management functions but also with human beings and behavior (Alkın & Ünsar, 2007). Managers carry out functions such as planning, organizing, coordinating, directing-guiding, and controlling. A leader is a person who is followed by group members, and not all managers are leaders. Leadership is about everything related to innovation and initiation. Management, on the other hand, focuses on copying and maintaining the existing situation. Leadership is creative,

adaptive, and agile. Leadership looks at the horizon (Altılar, 2002: 231). The common goal of both managers and leaders is to help employees achieve their objectives. Leadership is one of the most important concepts in enabling organizations to achieve their goals. There are different leadership styles implemented to achieve these goals. Leaders are the elements that hold the organization together, ensure productive work, and guarantee the achievement of institutional success (Drucker, 2012). The effective use of the leadership process may be one of the keys to success. Over time, different leadership styles have emerged depending on the needs of organizations and the personal characteristics of leaders. These leadership styles may be shaped by the culture of the organization, the work environment, and the character traits of the leader. It is known that different leadership styles affect employees from various perspectives (Drucker, 2012).

Career refers to individuals' advancement in any field of work through the skills and experience they gain in their professional lives, and it encompasses the process related to working in a person's life. This process includes stages such as acquiring the necessary qualifications for a profession, starting the profession, and remaining in it. The development a person exhibits throughout these stages represents the concept of career (Erdoğan, 2003: 81).

The motivation of individuals working in the tourism sector, their attitudes toward their jobs and work environments, and their love for their work emerge as factors that significantly affect the quality of service in this sector (Pehlivan, 2008, p.61). It is observed that students receiving tourism education in both the world and in our country move away from the sector and turn to other fields (Pehlivan, 2008). Since the tourism sector is service-based and labor-intensive, the human factor is highly important. It has been demonstrated that tourism employees' love for their jobs and their attitudes toward the job and working environment are important determinants of service quality (Pehlivan, 2008: 61). The immediate consumption of the service where it is produced, the shift-based working system, high employee turnover, and the obligation to work on official holidays are among the difficulties faced by employees. Due to the nature of working conditions, negative factors such as the disadvantages of the shift system, stress, low wages, and intense workload stand before the desire to pursue a tourism career (Duman, Tepeci, Unur, 2006). The negative perception of working in the tourism sector in society also distances employees from career aspirations (Özdemir, 2022). Concerns can be summarized as job opportunities, development environment, opportunities for hierarchical advancement, communication and relationships with colleagues and managers, working hours, prestige, and status.

The concept of leadership is one of the most debated phenomena in the social sciences and is examined from different dimensions by various disciplines. Numerous theories have been developed to understand leadership, ranging from trait approaches to behavioral models, from contingency theories to modern approaches. This diversity indicates that leadership is a dynamic and context-sensitive concept that cannot be explained by a single dimension. However, although each approach has its unique contributions, behavioral approaches are considered more explanatory in understanding employees' organizational experiences and career intentions (Northouse, P.G., 2021).

In this study, after briefly touching upon several prominent theories in the field of leadership, particular emphasis will be placed on the two-dimensional leadership theory developed by Ohio State University. This theory examines leadership in two fundamental dimensions: people-oriented (consideration) and task-oriented (initiating structure), and explains leader behaviors along these axes.

*The main focus of the research* is precisely these two dimensions: to reveal the effects of people-oriented and task-oriented leadership styles on hotel employees' desire to build a career. Thus, how these two dimensions function in the tourism sector will be discussed in detail.

Zaleznik (1977) also emphasizes that managers stand out with their role of “ensuring that tasks are carried out,” whereas leaders develop emotional bonds and visionary approaches that motivate people. While managers focus on maintaining the existing order, leaders are seen as individuals who question the current order and open new paths. This distinction shows that organizations need both managers and leaders: without managers, order may be lost; without leaders, innovation and development may not be possible (Northouse, 2021).

In other words, while the manager is defined as “doing things right,” the leader is identified with “doing the right things” (Bennis & Nanus, 1985). This perspective reveals that the manager comes to the forefront with more technical and administrative skills, whereas the leader stands out with more people-oriented dimensions such as vision, motivation, and change management.

*People-oriented leadership* is characterized by the leader’s sensitivity to the individual needs of employees, listening to them, and providing support. Such leaders prioritize the emotional and psychological needs of their employees, exhibiting behaviors aimed at increasing their motivation and job satisfaction. People-oriented leadership strengthens employees’ organizational commitment and positively affects their job performance (Yukl, 2013; Northouse, 2021). It is a leadership approach that values employees’ individual needs and emphasizes interpersonal relationships. In this leadership style, the leader accepts differences among employees, treats everyone equally, and encourages employee participation in organizational processes (Northcraft & Neale, 1990, p. 414). People-oriented leaders prioritize supporting both the individual and professional development of their employees, thereby creating a sense of trust and belonging in the work environment (Çekmecelioğlu, 2014). Furthermore, this leadership style focuses not only on the technical aspects of the job but also on the emotional and social needs of employees. People-oriented leaders place importance on the development of their employees, aiming to maximize their potential. People-oriented leadership requires seeing employees not merely as parts of a job but as individuals with emotions, motivations, and career expectations (Eren, 2012). When employees feel respected, participate in decision-making processes, and receive support from their leader, it contributes to their increased attachment to the organization and enhances their desire to build a long-term career in the tourism sector (Şimşek, Çelik & Akgemci, 2014).

*Task-oriented leaders* effectively manage employees’ daily tasks, provide specific instructions to achieve performance goals, and play an active role in completing work. The primary purpose of this leadership style is to ensure that employees carry out the activities necessary to achieve organizational objectives (Holloway, 2012). Task-oriented leadership aligns with the dimension of initiating structure. A task-oriented leader clearly defines group members’ duties, responsibilities, and work processes; sets rules, standards, and procedures; and continuously monitors employee performance (Eren, 2012). In other words, a task-oriented leader plans employees’ workflows to achieve organizational goals and ensures that tasks are completed on time and in an orderly manner (Şimşek, Çelik & Akgemci, 2014). Task-oriented leadership has also been examined in various studies. For example, a study by Demirtaş and Güneş (2002) found that the task-oriented leadership behaviors of school principals increased teachers’ performance but had a limited effect on job satisfaction. Similarly, some research in the tourism sector shows that task-oriented leadership is particularly effective in organizing operational processes and ensuring customer satisfaction (Yıldız, 2016). However, it is stated that task-oriented leadership has a more limited impact compared to people-oriented leadership on employees’ desire to build a long-term career in the sector. Task-oriented leadership also has its limitations. This leadership style can sometimes lead to the neglect of employees’ individual needs and emotional requirements. This situation may result in negative outcomes such as low job satisfaction and decreased motivation among employees. In some cases, task-oriented leadership may lack the strong emotional bonds created by relationship-oriented leadership, which can negatively affect

employees' commitment to the organization (Rüzgar,2018). Therefore, the effectiveness of the task-oriented leadership style depends not only on whether the leader adopts a purely task-focused approach but also on the leader's ability to balance this with attention to employees' emotional needs.

The concept of *career* is a dynamic developmental domain shaped by the professional roles, experiences, and values an individual acquires throughout their life (Yılmaz, 2004). The modern understanding of career encompasses not only reaching a specific occupation or job position but also the professional development experienced by the individual in the process of self-actualization (Kumar, 2016). While the traditional career concept is based on hierarchical advancement and organizational loyalty, today individuals direct their careers according to their own values, life goals, and desires for personal growth (Doherty, 2007).

Leadership is an important factor that shapes not only employees' daily job performance but also their long-term career goals and professional development processes. Especially in sectors like tourism, which require intensive labor and have high employee turnover rates, leadership behaviors directly influence employees' decisions to stay in or leave the sector (Eren, 2012).

The tourism sector is considered an important field of study in terms of employees' desire to build a career due to its dynamic and competitive nature. The desire to build a career is a critical factor that increases employee motivation, strengthens job commitment, and positively affects organizational efficiency (Türkay & Yağcı, 2007). Considering the high labor turnover and personnel circulation in the sector, managing employees' career expectations is vital for both individual and institutional success (Kahraman & Akgül, 2018).

Chen and Chen (2011) emphasize the impact of organizational support on career development, stating that employees' perceptions of their career development are directly related to the organizational support they receive. This support increases employees' motivation, thereby strengthening their desire to build a career. As a result, the desire to build a career in the tourism sector is shaped by the interaction of multidimensional factors such as job scope, job satisfaction, educational opportunities, and organizational support. For ensuring long-term employee commitment and improving performance in the sector, these factors must be taken into account. Therefore, for tourism businesses to achieve sustainable growth and competitive advantage, they need to understand their employees' career aspirations and develop policies accordingly.

## 2. METHODOLOGY

### 2.1. Research Method

In the implementation of the research, the survey technique, which is a quantitative research method, was used. The survey included a personal information form, scales aimed at determining people-oriented/task-oriented leadership, and the desire to build a career in tourism.

The data collection tool consisted of three sections and 39 questions. The first section contained a personal information form with 5 questions related to the demographic information of the participants. The second section included a survey with 21 questions designed to determine the levels of people-oriented and task-oriented leadership. The third section consisted of a 13-item scale aimed at measuring the desire to build a career in tourism.

First, to obtain demographic information, a 5-question survey designed to measure demographic data was used in the study.

Second, to evaluate leadership styles, a 21-item scale developed by Doğanay and Şen (2016) was used, which was adapted from Northouse's (2013) book *Leadership: Theory and Practice*. The scale,

originally in English, was translated into Turkish by experts, and modified with the addition of 2 people-oriented behavior items and 1 task-oriented behavior item based on recommendations from an academic expert in the field. The scale consists of 11 items related to people-oriented behaviors and 10 items related to task-oriented behaviors. A 5-point Likert-type rating scale was employed in this measurement tool.

Finally, to measure employees' desire to build a career in the tourism sector, the "Desire to Build a Career in Tourism Scale" developed by Türkay and Yağcı (2007) was used. This scale aims to determine the attitudes, motivation levels, and tendencies toward career goals of individuals planning a career in the tourism field. A 5-point Likert-type rating scale was also used for this scale. Since the scale was specifically developed for the tourism sector, it directly contributes to the purpose of this study.

Both scales were used as data collection tools in this research and were preferred because they provided appropriate structures in line with the purpose of the study.

A normality analysis was conducted to examine whether the data were suitable for parametric tests. At this stage, skewness and kurtosis values were evaluated, and values within the  $\pm 1.5$  range indicated that the assumption of normal distribution was met (Tabachnick & Fidell, 2013). For testing the hypotheses, an independent samples t-test was used to examine differences between two groups, while one-way analysis of variance (ANOVA) was applied for comparisons among more than two groups. Levene's test was conducted to determine the homogeneity of variances; when homogeneity was met, the Tukey test was preferred, and when it was not, Tamhane's T2 test was used.

Pearson correlation analysis was performed to determine the direction and level of relationships between variables. Additionally, multiple linear regression analysis was conducted to examine the effects on the dependent variable. All statistical procedures were carried out at a 95% confidence level, and the significance level was accepted as  $p < 0.05$ .

## **2.2. Population and Sample**

In this study, the population consists of employees and lower, middle, and upper-level managers working in five-star hotels located within the Alanya district of Antalya province (excluding the highest-level managers in general manager positions). However, considering that reaching the entire population may pose difficulties in terms of time, cost, and accessibility, the necessity of determining an appropriate sample that can represent the population has arisen.

In calculating the sample size, the table developed by Yazıcıoğlu and Erdoğan (2004) was used as a basis, and the sample size of 384, which corresponds to the largest sample size recommended for populations exceeding 500,000, was adopted.

## **2.3. Research Hypotheses**

The relevant model and hypotheses are presented below:

H1: There is a significant and positive relationship between people-oriented leadership style and the desire to build a career in tourism.

H2: There is a significant and negative relationship between task-oriented leadership style and the desire to build a career in tourism.

H3: People-oriented leadership style has a significant and positive effect on the desire to build a career in tourism.

H4: Task-oriented leadership style has a significant and negative effect on the desire to build a career in tourism.

H5: There is a significant difference in people-oriented leadership style according to socio-demographic conditions.

H6: There is a significant difference in task-oriented leadership style according to socio-demographic conditions.

H7: There is a significant difference in the desire to build a career in tourism according to socio-demographic conditions.

### 3.RESULTS

#### 3.1. Results of the Reliability Analysis of the Measurement Instrument

Reliability is defined as the degree to which a measurement instrument produces consistent results when repeated under similar conditions at different times. In this context, the Cronbach's Alpha coefficient was calculated to evaluate the internal consistency of the data collection instrument used in the study. According to Nunnally (1978), for a measurement instrument to be considered reliable, the Alpha coefficient must be above 0.70. When Cronbach's Alpha coefficient is  $\alpha \geq 0.90$ , reliability is evaluated as "excellent," between  $0.70 \leq \alpha < 0.90$  as "good." The range  $0.60 \leq \alpha < 0.70$  indicates "acceptable" reliability,  $0.50 \leq \alpha < 0.60$  indicates "poor" reliability, and if  $\alpha < 0.50$ , reliability is considered "unacceptable."

**Table 1.** Reliability Analysis Results

	Cronbach's Alpha	Number of Items	Result
Leadership Styles Scale	,748	21	Good
<i>People-Oriented Leadership Style (Subdimension)</i>	,989	11	Excellent
<i>Task-Oriented Leadership Style (Subdimension)</i>	,958	10	Excellent
Desire to Build a Career in Tourism Scale	,714	13	Good

#### 3.2. Analysis Results of the Responses to the Scales

**Table 2.** Analysis Results of the Responses to the Scales

		Leadership Styles	People-Oriented Leadership Style (Subdimension)	Task-Oriented Leadership Style (Subdimension)	Desire to Build a Career in Tourism Scale
n	Valid Values	421	421	421	421
	Missing Values	-	-	-	-
Mean value		3,29	3,20	3,38	3,23
Standard Error		0,01	0,06	0,04	0,03
Minimum Value		1,00	1,00	1,00	1,00
Maximum Value		5,00	5,00	5,00	5,00
Skewness		-,405	-,376	,437	-,676
Kurtosis		-,239	-1,335	-1,099	-,648



The number of valid data points for all scales was 421, with no missing values encountered. The mean value of the “Leadership Styles” scale was calculated as 3.29, indicating that participants’ perceptions were close to a “moderate” level. The standard error was 0.01, suggesting that the measurements were highly consistent. Skewness was found to be -0.405 and kurtosis -0.239; since these values fall within the  $\pm 1.5$  range, it is accepted that the data meet the assumption of normal distribution.

The mean of the “People-Oriented Leadership Style” subdimension was determined as 3.20, also indicating a “moderate” perception level. The standard error was 0.06. Skewness (-0.376) and kurtosis (-1.335) values also fall within the  $\pm 1.5$  range, supporting the conclusion that the data conform to a normal distribution. For the “Task-Oriented Leadership Style” subdimension, the mean value was 3.38, suggesting perceptions close to the upper limit of the “moderate” level. The standard error was 0.04, skewness 0.437, and kurtosis -1.099, all within acceptable normality limits.

The mean of the “Desire to Build a Career in Tourism” scale was 3.23, showing that participants’ tendencies on this subject were at a “moderate” level. The standard error was 0.03, skewness -0.676, and kurtosis -0.648, also meeting the criteria for normal distribution.

Overall, the data show that the mean values for all scales and subdimensions were at a moderate level, standard errors were low, and skewness and kurtosis coefficients were within the  $\pm 1.5$  range. This normal distribution finding indicates that the data are suitable for parametric analyses and that the obtained measurements can be evaluated statistically in a reliable manner.

### 3.3. Socio-Demographic Profile of the Participants in the Study

**Table 3:** Socio-Demographic Profile of the Participants in the Study

Variables		n	%
Age	18-24	171	40,6
	25-35	125	29,7
	36-50	105	24,9
	50 +	20	4,8
Education Level	Primary-Secondary School	71	16,9
	High School	195	46,3
	University	155	36,8
Marital Status	Married	166	39,4
	Single	255	60,6
Department	Front Office	103	24,5
	Food and Beverage (F&B)	174	41,3
	Housekeeping	100	23,8
	Animation	17	4,0
	Technical Service	27	6,4
Duration of Experience in the Tourism Sector	1-12 month	104	24,7
	1-4 years	139	33,0
	5-9 years	81	19,2
	10 years and above	97	23,0
Total		421	100

A total of 421 employees working in the tourism sector participated in the study. When examining the age distribution of the participants, it was found that the highest proportion, 40.6%, consisted of employees aged 18-24, followed by 29.7% in the 25-35 age group. Additionally, 24.9% were between the ages of 36-50, and 4.8% were over 50 years old. In terms of education level, 46.3% of the participants were high school graduates, 36.8% university graduates, and 16.9% had completed primary or secondary school. According to the marital status variable, 60.6% were single, and 39.4% were married. Looking at the department distribution, 41.3% of the participants worked in the Food and Beverage (F&B) department, 24.5% in the front office, 23.8% in housekeeping, 6.4% in the technical department, and 4% in the animation unit. Regarding experience in the tourism sector, 33% of employees had 1-4 years, 24.7% had 1-12 months, 23% had 10 years or more, and 19.2% had 5-9 years of experience.

In summary, the majority of employees participating in the study were young and middle-aged individuals who were high school or university graduates, mostly single, and primarily working in the food and beverage, front office, and housekeeping departments. Additionally, a significant portion of their experience in the sector was concentrated in the 1-4 year range.

### 3.4. Testing of the Hypotheses

#### 3.4.1. Analysis Results Regarding Difference Hypotheses

In this section of the research findings, t-tests and one-way analysis of variance (ANOVA) were conducted within the framework of the formulated difference hypotheses. Within the scope of the one-way ANOVA, after checking the fundamental assumptions and ensuring compliance, the homogeneity of variances among groups was tested. Accordingly, Levene's test was used to assess homogeneity. When variances were homogeneous ( $p > .05$ ), the Tukey test was applied, whereas Tamhane's test was preferred in cases where homogeneity was not met. The margin of error was set at a 95% confidence level (Tuzgöl Dost, 2010; Sipahi, Yurtkoru, and Çinko, 2006; Sürmeli and Şahin, 2010).

Among the post-hoc tests, Tamhane's test is known to be particularly suitable when cell sizes are unequal or when variance homogeneity is violated, compared to the Tukey test. However, since it is a test based solely on the "student t" approach, it is considered more conservative and careful in making comparisons, thereby minimizing deviations related to homogeneity issues (Tamhane et al., 1996).

**Table 4.** Difference Cases According to Age Level

Variables	Age	<i>n</i>	$\bar{x}$	<i>s.s.</i>	<i>F</i>	<i>p</i>	Difference
Task-Oriented Leadership Style	18-24	171	3,01	,06	24,516	.000	<i>Tamhane's</i> 1<2,3 4<2,3
	25-35	125	3,68	,08			
	36-50	105	3,73	,06			
	50 +	20	2,90	,00			
People-Oriented Leadership Style	18-24	171	3,80	,10	28,363	.000	<i>Tamhane's</i> 1,4>2,3
	25-35	125	2,80	,11			
	36-50	105	2,60	,08			
	50 +	20	3,72	,00			
Desire to Build a Career in Tourism	18-24	171	3,49	,05	23,202	.000	<i>Tamhane's</i> 1,4>2,3
	25-35	125	2,93	,06			
	36-50	105	3,13	,02			
	50 +	20	3,46	,00			



Differences in the variables “Task-Oriented Leadership Style,” “People-Oriented Leadership Style,” and “Desire to Build a Career in Tourism” were examined according to the participants’ age groups. According to the results of the one-way analysis of variance (ANOVA), significant differences were found between age groups for all variables ( $p < 0.01$ ).

For the Task-Oriented Leadership Style variable, the 36-50 age group had the highest mean score ( $\bar{x} = 3.73$ ), while the over-50 age group had the lowest mean score ( $\bar{x} = 2.90$ ). The difference test indicated that the perception of the 18-24 age group was lower than other groups, whereas the 36-50 age group’s perception was higher. This suggests that as age increases, the task-oriented leadership style is more widely embraced.

Regarding the People-Oriented Leadership Style, the over-50 age group had the highest perception ( $\bar{x} = 3.72$ ), while the 25-35 age group had the lowest mean score ( $\bar{x} = 2.80$ ). This finding indicates that the tendency toward people-oriented leadership style is stronger in older age groups.

When examining the Desire to Build a Career in Tourism variable, the 18-24 age group had the highest mean score ( $\bar{x} = 3.49$ ), and the 36-50 age group had the lowest mean score ( $\bar{x} = 3.13$ ). The difference analysis results reveal that especially the younger age group has a higher desire to build a career in tourism compared to other groups.

In summary, significant differences were identified between age groups both in perceptions related to leadership styles and in the desire to build a career in tourism. Younger participants exhibited higher values in terms of career desire and leadership perception, while the middle and older age groups showed stronger perceptions toward task-oriented and people-oriented leadership styles. These findings indicate that age is an important variable influencing both leadership perception and career motivation.

**Table 5.** Differences According to Education Level

Variables	Education Level	<i>n</i>	$\bar{x}$	<i>s.s.</i>	<i>F</i>	<i>p</i>	Difference
Task-Oriented Leadership Style	Primary-Secundary School	71	2,97	,03	215,436	.000	<i>Tamhane's</i> 1,2>3
	High School	195	4,08	,05			
	University	155	2,70	,04			
People-Oriented Leadership Style	Primary-Secundary School	71	3,62	,05	295,579	.000	<i>Tamhane's</i> 1,2<3
	High School	195	2,14	,07			
	University	155	3,34	,06			
Desire to Build a Career in Tourism	Primary-Secundary School	71	3,41	,02	183,802	.000	<i>Tamhane's</i> 1,2<3
	High School	195	2,77	,03			
	University	155	3,73	,03			

Differences in the variables “Task-Oriented Leadership Style,” “People-Oriented Leadership Style,” and “Desire to Build a Career in Tourism” were examined according to education level. According to the results of the one-way analysis of variance (ANOVA), significant differences were found between groups for all variables ( $p < 0.01$ ).

For the Task-Oriented Leadership Style variable, the highest mean belonged to high school graduates ( $\bar{x} = 4.08$ ), while the lowest mean was found among university graduates ( $\bar{x} = 2.70$ ). Primary and secondary school graduates had a mean of ( $\bar{x} = 2.97$ ). This indicates that high school graduates perceive task-oriented leadership more strongly, whereas university graduates show a lower level of engagement with this leadership style.

Regarding the People-Oriented Leadership Style, university graduates had the highest mean ( $\bar{x} = 3.34$ ), and high school graduates had the lowest mean ( $\bar{x} = 2.14$ ). Primary and secondary school graduates had a mean of 3.62, indicating that this group also perceives people-oriented leadership strongly. This finding suggests that as education level increases, the perception of people-oriented leadership strengthens.

For the Desire to Build a Career in Tourism variable, university graduates had the highest mean value ( $\bar{x} = 3.73$ ), while high school graduates had the lowest mean ( $\bar{x} = 2.77$ ). Primary and secondary school graduates had a mean of ( $\bar{x} = 3.41$ ). This result shows that particularly university graduates have a higher desire to build a career in tourism.

Evaluating the findings, it was determined that as education level increases, the perception of leadership styles changes and the desire to build a career in tourism varies. University graduates exhibit more positive attitudes in their leadership perceptions and career aspirations, while high school graduates perceive task-oriented leadership more strongly but score lower in other dimensions. In summary, education level is an important variable shaping leadership perception and career motivation.

**Table 6.** Differences According to Marital Status

Variables	Marital Status	<i>n</i>	$\bar{x}$	<i>s.s.</i>	<i>t</i>	<i>p</i>
Task-Oriented Leadership Style	Married	166	3,96	,06	11,970	.000
	Single	255	3,01	,04		
People-Oriented Leadership Style	Married	166	2,34	,07	13,045	.000
	Single	255	3,76	,07		
Desire to Build a Career in Tourism	Married	166	2,88	,04	10,289	.000
	Single	255	3,46	,03		

Differences between variables according to marital status were examined. The obtained t-test results showed statistically significant differences between married and single participants in all variables ( $p < 0.01$ ).

For the Task-Oriented Leadership Style variable, the mean score of married participants ( $\bar{x} = 3.96$ ) was significantly higher than that of single participants ( $\bar{x} = 3.01$ ). This result indicates that married individuals tend to adopt task-oriented leadership more.

Regarding the People-Oriented Leadership Style, the mean score of single participants ( $\bar{x} = 3.76$ ) was notably higher than that of married participants ( $\bar{x} = 2.34$ ). This suggests that single participants perceive people-oriented leadership more strongly.

In terms of Desire to Build a Career in Tourism, single participants had a higher mean score ( $\bar{x} = 3.46$ ) compared to married participants ( $\bar{x} = 2.88$ ). This finding reveals that singles have a stronger desire to pursue a career in tourism.

Evaluating the findings, married participants perceive task-oriented leadership more strongly, while single participants evaluate people-oriented leadership style and leadership levels more positively. Additionally, single participants demonstrate a higher desire to build a career in

tourism compared to married participants. In summary, marital status is shown to be an influential variable affecting leadership perception and career motivation.

**Table 7.** Differences According to Department

Variables	Department	<i>n</i>	$\bar{x}$	<i>s.s.</i>	<i>F</i>	<i>p</i>	Difference
Task-Oriented Leadership Style	Front Office	103	2,75	,03	27,264	.000	<i>Tamhane's</i> 1<2,3,4,5
	Food and Beverage (F&B)	174	3,62	,08			
	Housekeeping	100	3,77	,06			
	Animation	17	3,27	,06			
	Technical Service	27	2,90	,00			
People-Oriented Leadership Style	Front Office	103	4,26	,06	37,968	.000	<i>Tamhane's</i> 1>2,3,5
	Food and Beverage (F&B)	174	2,81	,11			
	Housekeeping	100	2,54	,08			
	Animation	17	3,80	,14			
	Technical Service	27	3,72	,00			
Desire to Build a Career in Tourism	Front Office	103	3,72	,03	31,126	.000	<i>Tamhane's</i> 1>2,3,4,5 2<1,3,4,5
	Food and Beverage (F&B)	174	2,97	,06			
	Housekeeping	100	3,11	,02			
	Animation	17	3,41	,04			
	Technical Service	27	3,46	,00			

Differences in leadership styles and the desire to build a career in tourism were examined according to the departments in which employees work. The ANOVA results indicate that there are significant differences between departments for all variables ( $p < 0.01$ ).

For the Task-Oriented Leadership Style variable, the highest mean was found among Front Office employees ( $\bar{x} = 4.26$ ), while the lowest means were observed among Technical Service ( $\bar{x} = 2.90$ ) and Animation ( $\bar{x} = 3.27$ ) employees. This result shows that Front Office staff adopt the task-oriented leadership style more than employees in other departments.

Regarding the People-Oriented Leadership Style, the highest mean was among Animation employees ( $\bar{x} = 3.80$ ), and the lowest was in the Food and Beverage (F&B) department ( $\bar{x} = 2.81$ ). This indicates that employees in the animation unit perceive people-oriented leadership more strongly, whereas F&B employees place less emphasis on this leadership style. When evaluated in terms of the Desire to Build a Career in Tourism, the highest mean was found among Front Office employees ( $\bar{x} = 3.72$ ), while the lowest mean was observed among Housekeeping employees ( $\bar{x} = 3.11$ ). Animation ( $\bar{x} = 3.70$ ) and Technical Service ( $\bar{x} = 3.46$ ) employees also had relatively high mean scores. These findings reveal that employees working in the front office and animation departments have a stronger desire to build a career in tourism compared to other departments.

Overall, it was determined that there are significant differences between departments both in the perception of leadership styles and in the desire to build a career. Front Office employees perceive task-oriented leadership and career aspiration at the highest levels, while Animation employees stand out in terms of people-oriented leadership perception. Conversely, perceptions and career motivation in the Food and Beverage and Housekeeping departments remain at relatively lower levels compared to other departments.

**Table 8.** Differences According to Level of Experience in the Tourism Sector

Variables	Level of Experience	<i>n</i>	$\bar{x}$	<i>s.s.</i>	<i>F</i>	<i>p</i>	Difference
Task-Oriented Leadership Style	1-12 month	104	3,33	,10	55,700	.000	<i>Tamhane's</i> 2<1,3,4
	1-4 years	139	2,78	,02			
	5-9 years	81	4,04	,11			
	10 years above	97	3,77	,06			
People-Oriented Leadership Style	1-12 month	104	3,28	,16	61,900	.000	<i>Tamhane's</i> 2>1,3,4
	1-4 years	139	4,13	,04			
	5-9 years	81	2,28	,13			
	10 years above	97	2,56	,08			
Desire to Build a Career in Tourism	1-12 month	104	3,20	,07	60,464	.000	<i>Tamhane's</i> 2>1,3,4
	1-4 years	139	3,66	,02			
	5-9 years	81	2,67	,07			
	10 years above	97	3,13	,02			

Differences in leadership styles and the desire to build a career in tourism were examined according to employees' length of experience in the tourism sector. According to the ANOVA results, significant differences were found between groups for all variables ( $p < 0.01$ ).

For the Task-Oriented Leadership Style variable, the highest mean was observed among employees with 5-9 years of experience ( $\bar{x} = 4.04$ ). In contrast, those with 10 years or more experience had the lowest mean ( $\bar{x} = 2.90$ ). This result suggests that the perception of task-oriented leadership strengthens up to a certain length of experience but weakens with longer experience.

Regarding the People-Oriented Leadership Style variable, employees with 1-4 years of experience had the highest mean ( $\bar{x} = 4.13$ ), while the lowest mean was seen among those with 5-9 years of experience ( $\bar{x} = 2.28$ ). This indicates that the perception of people-oriented leadership is strong in the early career years but weakens among employees with intermediate experience.

A similar pattern was observed for the Desire to Build a Career in Tourism variable. Employees with 1-4 years of experience had the highest mean score ( $\bar{x} = 3.66$ ), whereas those with 5-9 years of experience had the lowest mean ( $\bar{x} = 2.67$ ). This finding suggests that employees at the beginning of their careers have a stronger desire to advance in the sector, but this desire diminishes as experience increases.

Overall, the findings indicate that the length of experience in the tourism sector is an important variable affecting both leadership perception and career motivation. Specifically, employees with 1-4 years of experience exhibit more positive leadership perceptions and higher career aspirations, while those with 10 years or more experience show a marked decline in both leadership perception and career desire. These results suggest that long-term employees may be influenced by factors such as burnout, job satisfaction, or different career expectations.

### 3.4.2. Analysis Results Regarding Relationship Hypotheses

**Table 9.** Relationship Level Results

		Desire to Build a Career in Tourism
<i>People-Oriented Leadership Style</i> (Subdimension)	<i>r</i>	,966**
	<i>p</i>	.000
<i>Task-Oriented Leadership Style</i> (Subdimension)	<i>r</i>	-,938**
	<i>p</i>	.000
<i>p</i> <.05 * <i>p</i> <.01**		

The results of the correlation analysis showing the relationship levels among the variables in the study are presented. The correlation coefficient between the “People-Oriented Leadership Style” subdimension and the “Desire to Build a Career in Tourism” was found to be 0.966. This value is significant at the  $p < 0.01$  level, indicating an extremely strong and positive relationship between the variables. The findings suggest that a leadership style characterized by people-oriented qualities significantly increases the desire to build a career in tourism.

The correlation coefficient between the “Task-Oriented Leadership Style” subdimension and the “Desire to Build a Career in Tourism” was calculated as -0.938. This coefficient is also significant at the  $p < 0.01$  level and indicates a very strong negative relationship. This finding reveals that as task-oriented leadership style increases, the desire to build a career in tourism decreases.

Overall, it is understood that the people-oriented leadership style has a strong and positive relationship with the desire to build a career in tourism, whereas the task-oriented leadership style has a strong but negative relationship with this desire. This indicates that the nature of leadership has a determining effect on employees’ career goals.

### 3.4.3. Analysis Results Regarding Effect Hypotheses

**Table 10.** The Effect of People-Oriented and Task-Oriented Leadership Styles on the Desire to Build a Career in Tourism

Independent Variable	β	p	R	R <sup>2</sup>	LLCI	ULCI
Constant	1,919	.000*	,966	,933	1,531	2,306
People-Oriented Leadership	,447	.000*			,399	,495
Task-Oriented Leadership	-,033	.353			-,103	,037
Durbin-Watson: 1,791    F:2916,322    p<0.01						
Dependent Variable : Desire to Build a Career in Tourism						

The results of the multiple linear regression analysis aimed at determining the effects of “People-Oriented” and “Task-Oriented Leadership” styles on the desire to build a career in tourism are presented. The model is found to be statistically significant overall ( $F = 2916.322$ ;  $p < 0.01$ ). The Durbin-Watson coefficient is 1.791, indicating no autocorrelation problem in the model.

The explanatory power of the model ( $R^2$ ) is 0.933, meaning that 93.3% of the variance in the dependent variable, “Desire to Build a Career in Tourism,” is explained by the independent variables. The correlation coefficient ( $R$ ) is 0.966, showing a very strong positive relationship between the dependent variable and the independent variables.

When examining the independent variables, the beta ( $\beta$ ) coefficient for the “People-Oriented Leadership” variable was found to be 0.447 and statistically significant at the  $p < 0.01$  level. This value indicates that a one-unit increase in the people-oriented leadership score results in approximately a 0.45-unit increase in the desire to build a career in tourism. The positive direction of the effect and its significance demonstrate that people-oriented leadership is a strong determinant of career aspiration.

The beta coefficient for the “Task-Oriented Leadership” variable was found to be -0.033 and was not statistically significant ( $p = 0.353$ ). This result shows that task-oriented leadership does not have a significant effect on the desire to build a career in tourism.

Regarding confidence intervals, the lower and upper limits for the people-oriented leadership variable do not include zero ( $LLCI = 0.399$ ;  $ULCI = 0.495$ ), supporting the significance of the effect.

Conversely, the confidence intervals for task-oriented leadership include zero (LLCI = -0.103; ULCI = 0.037), reinforcing the conclusion that its effect is not significant.

In summary, it was determined that the people-oriented leadership style positively and significantly affects the desire to build a career in tourism, while the task-oriented leadership style does not have a significant effect. This finding indicates that the nature of the leadership approach creates different impacts on employees' career goals.

#### 4. CONCLUSION AND RECOMMENDATIONS

The primary aim of this study was to empirically examine the effects of people-oriented and task-oriented leadership styles on the desire to build a career in the tourism sector, based on the Ohio State two-dimensional leadership theory. The study was conducted with a sample of 421 employees working at six five-star hotels in Alanya, Antalya, and data were collected via surveys.

The scales developed by Doğanay & Şen (2016) for measuring people-oriented and task-oriented leadership, and by Türkay & Yağcı (2007) for career aspiration were used. Data analysis was performed using SPSS 27, including reliability analysis, factor analysis, correlation, and multiple regression analyses.

The results showed that leadership styles in the tourism sector significantly affect employees' desire to build a career, with people-oriented leadership playing a decisive role. To increase employee engagement, support career development, and ensure workforce sustainability, it is essential that managers adopt people-oriented and supportive leadership approaches.

The findings have both theoretical and practical implications. Theoretically, the results support that the people-oriented/behavioral dimension of Ohio State's two-dimensional leadership model significantly influences employees' professional intentions: supportive, empathetic, and development-promoting leadership behaviors enhance employees' organizational and sectoral commitment, thereby strengthening their intention to build a career in the sector. The nonsignificant effect of task-oriented leadership in regression suggests that task-oriented behaviors may impact short-term performance rather than long-term career intentions, or their influence may be indirect.

Hotel managers and HR practitioners should invest in programs promoting people-oriented leadership behaviors if they want to strengthen employees' career aspirations. This includes training managers in empathy, feedback, individual development planning, mentoring, and career counseling. Performance evaluation systems should be redesigned to not only monitor task performance but also actively support employee development. For example, managers dedicating time both to clear task goals and employees' personal development can increase long-term sector commitment, which is particularly important in regions like Antalya with a young and dynamic workforce under intense service conditions.

According to the findings:

Since the people-oriented leadership style has been found to have a strong and positive effect on employees' desire to build a career, it is important for managers in the tourism sector to make an effort to know their employees individually, take their needs into account, and be open to communication. Especially to prevent the high employee turnover experienced in the tourism sector, opportunities for career development should be created, training possibilities should be increased, and the leader-employee relationship should be strengthened.

While encouraging young tourism employees to work in the tourism sector, they should be motivated to pursue higher education in tourism and to believe that they can have a career in tourism. For students receiving tourism education, training programs supporting career planning



on ‘leadership perception’ and ‘leadership styles’ should be organized, and career opportunities in the sector should be clearly explained.

The research data was collected from employees working in five-star hotels in Antalya. Conducting similar studies in different provinces or in various sub-sectors of tourism (e.g., travel agencies, gastronomy businesses, etc.) will increase the generalizability of the findings.

The study was carried out using a quantitative method. In future research, it will be possible to obtain in-depth information on employees’ leadership perceptions and career motivations through qualitative interviews.

People-oriented leadership training should be provided to hotel managers and middle-lower level managers, while task-oriented leadership should be used only for process management. Leaders should be encouraged to communicate with employees not only in a task-centered way but also based on empathy and support.

It has been observed that employees who communicate with a people-oriented approach, are appreciated, and whose development is supported tend to stay in the sector and build a career. According to the results reached, this directly contributes positively both to the individual’s life and to the sustainable human resource management of the enterprise.

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