

## PAPER DETAILS

TITLE: Organizasyon Ortaminda Is Akisi Deneyiminin Gelisimi; Dönüsümcü Liderligin ve Algılanan Is Belirsizliginin Rolü

AUTHORS: Mustafa Ugur ÖZCAN

PAGES: 76-88

ORIGINAL PDF URL: <https://dergipark.org.tr/tr/download/article-file/1878466>



## Evolution of the Workflow Experience in the Organization Setting; The Role of Transformational Leadership and Perceived Job Uncertainty

Mustafa Uğur Özcan\*, İstanbul Aydın University

ARTICLE INFO	ABSTRACT
<p><i>Article history:</i></p> <p>Received 13.07.2021</p> <p>Received in revised form 15.09.2021</p> <p>Accepted 19.12.2021</p> <p><i>Key Words:</i> (Workflow Experience, Transformational Leadership, Perceived Job Uncertainty, Organization)</p> <p>ORCID: 0000-0002-4028-8593</p> <p>Type of Article: Research Article</p>	<p><i>Objectives:</i> In this study, the concepts of Workflow Experience, Transformational Leadership and Perceived Job Uncertainty, which are among the important concepts for organizations, are focused on. After the theoretical discussion of the concepts, the importance of these concepts for organizations was discussed and the relations between them were tried to be explained.</p> <p><i>Methods:</i> Three different measurement tools were used for the data collection of the study as well as demographic variables. In this perspective, Flow Experience Scale, Perceived Job Uncertainty Scale and Multi-Factor Leadership Scale were used in to data collection. The sample of the study consists of white-collar individuals working in the service sector in İstanbul. The data obtained from the questionnaire applied on a total of 243 participants were analyzed with the SPSS program.</p> <p><i>Results:</i> As a result of the regression and moderator analyzes, the relationships between the variables were explained. Analysis has proven that transformational leadership positively affecting the workflow experience. It has also been confirmed that perceived job uncertainty has a moderator role in the relationship between these two variables. It was concluded that the effect of transformational leadership on the flow experience decreases when the uncertainty is high.</p> <p><i>Originality:</i> In this research, it has been determined that transformational leadership has an effect on the flow experiences of employees. Therefore, the study is the first to explain the effect of the transformational leadership style, which has an important place in the literature, on the flow experience. In addition, the role of perceived job uncertainty in this relationship also confirms that moderator variables may have an effect in explaining the relationships between variables.</p>

\* Cite As/ Alıntı: Özcan, M.U. (2021). Evolution of the Workflow Experience in the Organization Setting; The Role of Transformational Leadership and Perceived Job Uncertainty, *Journal of Behavior at Work (JB@W)*, 6(2), 76-88. DOI: <https://doi.org/10.25203/idd>.DOI: <https://doi.org/10.25203/idd.970821>.

## Organizasyon Ortamında İş Akışı Deneyiminin Gelişimi; Dönüşümcü Liderliğin ve Algılanan İş Belirsizliğinin Rolü

Mustafa Uğur Özcan, İstanbul Aydın University

### MAKALE BİLGİSİ

### ÖZ

#### Makale Tarihçesi:

Başvuru  
13.07.2021  
Revizyon  
15.09.2021  
Kabul  
19.12.2021

**Anahtar Kelimeler:** İş Akışı Deneyimi, Dönüşümcü Liderlik, Algılanan İş Belirsizliği, Organizasyon

ORCID: 0000-0002-4028-8593  
Makale Türü: Araştırma Makalesi

**Amaç:** Bu çalışmada örgütler için önemli kavramlar arasında olan İş Akışı Deneyimi, Dönüşümcü Liderlik ve Algılanan İş Belirsizliği kavramlarına odaklanılmıştır. Kavramların teorik tartışmasından sonra bu kavramların örgütler için önemi değerlendirilmiş ve aralarındaki ilişkiler açıklanmaya çalışılmıştır.

**Tasarım/Yöntem:** Araştırmanın verilerinin toplanmasında demografik değişkenlerin yanı sıra üç farklı ölçme aracından faydalanılmıştır. Bu açıdan çalışmada Akış Deneyimi Ölçeği, Algılanan İş Belirsizliği Ölçeği ve Çok Faktörlü Liderlik Ölçeği kullanılmıştır. Araştırmanın örneklemini İstanbul ilinde hizmet sektöründe çalışan beyaz yakalı bireylerden oluşturmaktadır. Toplam 243 katılımcıya uygulanan anketler sonucunda elde edilen verilerin tamamı SPSS programı aracılığı ile analiz edilmiştir.

**Sonuçlar:** Yapılan regresyon ve moderatör analizler sonucunda değişkenler arasındaki ilişkiler açıklanmıştır. Dönüşümcü liderliğin iş akışı deneyimi üzerinde pozitif etkisi olduğu analizler sonucunda kanıtlanmıştır. Ayrıca algılanan iş belirsizliğinin de bu iki değişken arasındaki ilişkide moderatör rolü olduğu doğrulanmıştır. Belirsizliğin yüksek olduğu durumlarda dönüşümcü liderliğin akış deneyimi üzerindeki etkisinin azaldığı sonucuna ulaşılmıştır.

**Özgün Değer:** Bu araştırma ile dönüşümcü liderliğin çalışanların akış deneyimleri üzerinde etkisinin olduğu belirlenmiştir. Bu yönü ile çalışma, literatürde önemli yeri olan dönüşümcü liderlik tarzının akış deneyimi üzerindeki etkisini açıklayan ilk çalışma niteliğindedir. Ayrıca, algılanan iş belirsizliğini bu ilişkideki rolü de değişkenler arasındaki ilişkilerin açıklanmasında ılımlaştırıcı değişkenlerin etkisinin olabileceğini kanıtlamaktadır.

## **1. INTRODUCTION**

Organizations have started to give importance to the flow experience in order to obtain high performance from their employees. Flow experience is defined as an individual's focus on their work. Also, it will be possible to say that the flow experience in the people is related with the positive emotions. When the Jobs which require a high level of skill and have a high level of difficulty will cause people to experience the flow. The reward for the individual is actually an emotional state experienced during the flow rather than the result obtained at the end of the action in the flow experience.

The concept of Transformational Leadership can define as a process which the leader affects their followers with creating an awareness about what is important. Transformational leaders do not try to optimize only the performance of their followers, they also try to optimize the individual, group and organizational development and innovation. Transformational leadership can introduce a vision to the employees and can give them further duties to contribute to this vision. Also, they can make them believe that they can do more than they do now with making some changes in organizational culture. In other words, transformational leadership is encouraging their followers to do more than expected from them.

Uncertainty can be studied from psychological aspects. In the uncertainty process, individuals may perceive stress, anxiety, and related physiological disorders. In terms of organizational behavior, job uncertainty means that worker's uncertainty about their work situation, location, needed skills, promotion opportunities and their future in the organization.

When the employees concentrate by giving full attention to the work, they find themselves in flow state. They dedicate themselves to their work and as a result, their performance increases. This increase in performance will positively affect and help them to be happy in their working lives. This increase in happiness and performance is not due to the rewards to be received at the end of the work. This increasing will be completely related to the pleasure of doing their work. In working life, doing their job with pleasure is more important than the rewards to be received as a result of the work for the employees. In order to achieve this happiness and performance increase, their workflow experience must be high level. One of the most important factors in capturing this high level of workflow experience is management styles. The level of workflow experience of the employees varies according to the leadership style in the organization. In this study, the effect of transformational leadership on flow performance was researched. Transformational leadership is positively affecting the flow experience. The transformational leaders care about the ideas of their employees and consider their wishes and desires. Before making decision steps, they always communicate with their employees. All these characteristics of the transformational leadership style positively affect the employees' workflow experiences. When looking from another perspective, this affect can show some changes from situation to situation. When the employees face with some uncertainties in their working life, this can change their workflow level. At this point, there are some job uncertainties perceived by the employees. These perceived job uncertainties are very important in the working life of the employees. Perceived job uncertainty can change the level of relationship between the workflow experience and transformational leadership. There is a positive impact of transformation leadership on work flow experience and as a result of this research, it has been found that the perceived job uncertainty also has moderated on this effect.

## **2. LITERATURE REVIEW**

### **2.1. Workflow Experience**

Flow experience is defined as the individual's intense focus on the action who has done their concentration on the work, and the fact that nothing is important other than the action who has taken at that moment (Csikszentmihalyi, 1990). The flow experience is naturally positive and beneficial for the people. Because as long as the individual is involved in the action who is doing, they also have the opportunity to develop their own skills and abilities (Csikszentmihalyi, 1990). This type of flow experience can show itself in any action the individual takes. For this reason, it will be possible to say that the flow experience in the people is related with the positive emotions. At this point, the balance between the difficulty of the individual's action and the individual's skills becomes important. Jobs that require a high level of skill and have a high level of difficulty will cause people to experience flow (Csikszentmihalyi, 1990). When looking from another perspective, low level of skill and high level of hard work will bring about an increase in anxiety in the individual. Also, when the individual has a high level of skills, but the difficulty level of the job is low, the individual will experience a feeling of distress. Finally, if the individual has low skills and the difficulty level of the job is low, there will be a state of indifference (Csikszentmihalyi, 1990).

Flow experience is very important in terms of triggering phenomena such as development and confusion in the consciousness of the individual (Jackson and Eklund, 2004). When the people experience the flow, they become a more complex being (Csikszentmihalyi, 2009). This complexity is also an indication that the individual's self is growing and developing (Csikszentmihalyi, 2009). This state of confusion in the individual's self is the result of two different psychological processes (Csikszentmihalyi, 2009). These are processes of differentiation and integration. People separates yourself, their abilities and capacity from others in the differentiation process. In the integration process, the individual learns to use skills such as communication and compatibility (Jackson and Eklund, 2004). At this point, the flow experience helps the individual

to develop both psychological processes. The individual can be more understand of their own skills and abilities and can be differentiated themselves from others with workflow. Likewise, the individual works in a subconscious unity as they experience a deep focus in the flow state. Likewise, the individual works in a subconscious unity when they experience a deep focus in the flow state (Csikszentmihalyi, 2009: 200). Csikszentmihalyi (2009) explains this situation by basing it on a complex machine analogy. Each part of a machine performs a number of tasks independently of each other. However, the increase in complexity requires these parts to work in harmony with each other at the same time. Complexity is generally thought to have a negative meaning, as it is perceived as synonymous with words such as difficulty and obscurity. The negative meaning of complexity stems from the fact that it is often used with differentiation Csikszentmihalyi (1990). However, the state of confusion also includes the differentiation and the integration that occurs with it when the flow experienced.

The motivation of the individual in actions that provide inner satisfaction is the primary subject of flow theory (Nakamura, and Csikszentmihalyi, 2005). The reward for the individual is actually an emotional state experienced during the flow rather than the result obtained at the end of the action in the flow experience (Nakamura and Csikszentmihalyi, 2009). The individual experiences the flow while performing the action, they also experience the reward internally. The formation of the flow experience depends on a number of processes (Nakamura and Csikszentmihalyi, 2005). When viewed from this point, these processes can be listed as follows;

- a) Concentration on the current situation with intense and focused,
- b) Awareness and action come together,
- c) Loss of self-awareness or consciousness of the individual,
- d) Believing that there is control over the action or situation,
- e) The individual's subjective perception of time is bent,
- f) The action has directed the individual towards an internal reward.

### **2.1.1. Evolution of the Workflow Experience in the Organization Setting**

People generally have a belief that their work is boring (Csikszentmihalyi 1990). However, experiencing the flow on the working life which is a large part of people life, will also positively affect the life of the individual in general. The importance between the skills and capacities of the individual and expected from the individual in their job becomes critical at this point. In the explaining of flow experience, the balance between the difficulty of the job and the skill and capacity of the individual continues to be important when business life is taken into account. There are many studies can find in the literature that have previously study about the relationship between flow and business life. One of the most important of these studies made by Csikszentmihalyi and LeFevre in 1989. This study is also a first guide in the relationship between flow and business life. They stated that the flow experience in the work environment is three times more than in free time (Csikszentmihalyi and LeFevre 1989).

As stated above, the business life of individuals occupies a large part of their lives in general. Therefore, developing positive feelings about their job has a positive effect on other parts of their life. Experiencing the flow also has a positive effect on their life as a result of this (Yasin, 2016). When high level of difficulty and high level skills come together, the continuous efforts of employees to develop their own potential and enable them to turn into success-oriented employees (Eisenberger, 2005). The resources of the job can be divided into physical, psychological, sociological and organizational (Bakker, 2003). All of these resources have a motivational effect on the employee.

The individual is completely focused on their work during the flow state. In this case, the perception of time changes and time starts to goes faster than normal and the individual forgets everything around during that moment (Bakker, 2008). Enjoyment is related to the individual's doing their job with love and developing positive feelings about the job. Finally, intrinsic motivation describes that the individual's attainment of inner satisfaction regarding their work (Bakker, 2008). Bakker (2008)'s study is important to understand the relationship between workflow experience and employee in the organization setting. Bakker (2008) also has been developed a scale which is used to reveal the effects of the flow experience on the employee with this study. According to Csikszentmihalyi (2003), it is possible to increase the level of employees workflow experience in the organizational setting. In this direction, it can be ensured that the individuals experience flow more often by changing or improving the characteristics of the work. Organizations can make it possible to experience flow more often by making organizational goals clear, developing the ways of feedback on performance, creating opportunities for employees to develop themselves and their skills and enabling employees to have control over the work they do (Csikszentmihalyi, 2003).

## **2.2. Transformational Leadership**

Leadership is an old theory like humanity history and it is a concept that has been more emphasized recently. Leadership definitions can show differences in terms of the leader's abilities, personality traits, influence relations, cognitive-emotional orientation, individual-group orientation and drawing attention to personal-collective interests (Keles and Ozkan, 2010). However rapid changes in recent years such as social and technological, developments, widespread global competition, temporary markets, demographics of employees have also differentiated the skills which the leaders should have (Uslu, 2011). The most general definition of the leadership concept can be explained as a process of affecting the group of people to achieve the desired organizational or group goals.

Transformational Leadership concept was firstly discussed by McGregor Burns in 1978. The concept of transformational leadership has taken its place in the literature with Burns' (1978) work as titled "Leadership". This concept which was added to the literature by Burns, was developed by Bernard Bass in 1985 with his work which titled as "Leadership and Performance Beyond Expectations". Also, the multi-factor leadership scale contributed to the development of transformational leadership. This scale was developed by Bass and changed in a line with their working with J.Bruce Avolio (Arslantas and Pekdemir, 2007).

Transformational leadership is a process which the leader influences their followers by creating an awareness about what is important. This concept also gives them new ways to deal with challenges and allows them to see opportunities which comes their way. Transformational leaders are preventative. They do not try to optimize only the performance of their followers, they also try to optimize the individual, group and organizational development and innovation. In addition to having higher moral and ethical standards, they try to persuade their followers to fight beyond expectations (Avolio and Bass, 2009).

Over time, unpredictable situations and changes in social, economic, political, technological and organizational matters have led to the need for a new leadership approach. In this context, the interest in the old leadership theories working with the power of performance-reward connection has decreased and the transformational leadership began to gain importance (Shibru, 2011). Another fact is which makes transformational leadership gain importance is that transformational leaders motivate their followers with the success they have achieved beyond expectations by harmonizing their attitudes, values and beliefs with the organization (Rafferty and Griffin, 2004). When viewed from this angle, it is seen that the performance expectation of the leaders from the motivated followers has increased. In addition, it is possible for the leaders to take the needs and desires of their followers to a higher level as a result of demanding transformation in the personal values of the followers (Gümüşlüoğlu and İlsev, 2007). Also, four basic stages can be counted as the implementation steps of transformational leadership (Gul and Sahin, 2011).

- Identifying the need for change,
- Managing the transition,
- Creating a new vision,
- Institutionalizing change.

Transformational leaders look to share management authority with their followers. For this reason, the leader always shows their followers that the leaders determine the leadership behavior in line with the ideas and thoughts which receives from their followers in determining the goals, plans and policies, making the division of labor and fulfilling the responsibilities. That's why, transformational leaders look to adopt the democratic leadership approach (Eren, 2012). Democratic leaders who believe in their followers think that they need to be well motivated to be successful, and they give them the opportunity to prove themselves by giving them autonomy for this. They also share responsibilities with their followers and ask them to think about the common goals of the organization. This decrease the democratic leader's stress and risk of burnout, and allows his followers to be independent. Also, they allow that to develop their own leadership skills of their followers. If the followers have sufficient knowledge and skills and there is a positive working relationship among themselves, there can be a good working environment in the organization. Democratic leaders can consult their followers before making decisions. However, this may seem like an unnecessary waste of time for some leaders. Therefore, the democratic leadership approach is a negative approach for leaders who want to make quick decisions. However, transformational leaders aim to increase the skills of their followers like democratic leaders. They aim to increase the self-confidence of their followers, develop their skills and abilities, and enable them to use all the competencies they have. For this reason, being an effective transformational leader requires a sense of trust between the followers and the leader. Followers who trust their leader will always be ready to do what their leader thinks (Paterson, 2013). Transformational leadership can provide new opinions for the employees and can give them another mission to participate to these opinions. Also, they can make some changes in the organizational setting to make them believe that they can achieve more than they are doing. In other words, transformational leadership is encouraging their followers to do more than expected from them (Kırılmaz, 2010).

### **2.3. Perceived Job Uncertainty**

Uncertainty concept can be defined as a psychological state of the individual. Also, features of the environment can create an uncertainty on the individuals. Our focus point will be psychological uncertainty, which based on an individual's feelings, as opposite of the objective state of the environment. That's why, the uncertainty can be explained as "an individual's perceived insufficiency to give notice something exactly" (Milliken, 1987). Uncertainty has a very important place in the literature of management and organization. The concept of uncertainty has been studied by authors from many disciplines such as health, finance, economics, psychology. A particular situation in general refers to the fact that one knows what to do for each alternative when making decisions about the process (Robbins, Decenzo, Coulter and Woods, 2013). On the other hand, uncertainty defines an insufficiency to accurately give notice what the consequences of a decision can be (Downey, Hellriegel and Slocum, 1975). Tannenbaum (1950) says, "when the future is predicted, uncertainty exists." These definitions are shaped by some disciplines such as psychology, sociology, economics (Garner, 1962; Luce and Raiffa, 1957; MacCrimmon, 1966). In terms of organizational behavior, job uncertainty means that worker's uncertainty about their work situation, location, needed skills, promotion opportunities and their future in the organization.

On the other side, a criticism of the relevant literature explain that many descriptions of uncertainty are studied as "environmental uncertainty". Milliken (1987) examined environmental uncertainty in three dimensions: state uncertainty, effect uncertainty, and response uncertainty. Employees or managers can experience environmental uncertainty when they feel that their organizational environment as unpredictable. For example, a firm can produce a new product, believing that sales will be high. But a regulation in the country's legal system can prohibit the sale of this new product. Such a development could affect the firm's financial position. In such cases, firms cannot predict the future. This dimension of uncertainty is called state uncertainty. The effect of the uncertainty can be explained as a concept of being unable to estimate what is the effect of a further state of the environment or environmental change will be on the organization (Conrath, 1967; Duncan, 1972). The third dimension of uncertainty is the response of uncertainty. This dimension can be defined as a lack of information about reaction choice while not being able to predict the results of a reaction choice (Conrath, 1967; Duncan, 1972). Also, the uncertainty has been studied from a psychological point of view aside from the environmental aspect. This aspect means "perceived uncertainty" because any individual perceives uncertainty at different levels or may not perceive any uncertainty at all. In the literature on perceived uncertainty, the term stress seems to be closely related to structure. McGrath (1976) has defined the perceived uncertainty as a significant factor of stress effects in a mental and a behavioral sense. Schuler (1980) also defined the term stress as an undecided state, also including the uncertainty regarding something that is critical. Stress is one of the functions of uncertainty. So, it can conclude that if a worker's position includes many uncertain aspects, it will be stressful for that worker (Beehr and Bhagat, 1985). Previous research about the perceived job uncertainty is suggesting that job uncertainty is dependent to higher level of stress on the employees, this concept can decrease job satisfaction of the employees and also their job commitment, Therefore, it can increase the claim to leave from the organization (Ashford, 1988; Ashford, Lee, and Bobko, 1989; Matteson and Ivancevich, 1990; Paulsen et al, 2005; Pollard, 2001). Schuler and Jackson (1986) conducted research on the role of stress management and uncertainty (Tınaztepe, 2010). According to this study, perceived uncertainty was examined within four levels: organization, unit, group and individual.

At the individual level, uncertainty can be studied from psychological aspects. Individual characteristics can determine one's responses to uncertainty. Individual differences, such as, tolerance level of the uncertainty, locus of control and personal skills, influence the people's reaction to uncertainty. In an uncertain process, individuals may perceive stress, anxiety, and related physiological disorders. Personality traits as well as cognitive processes are important for perceived uncertainty. Therefore, in the perspective of employees, uncertainty is natural to the business, but uncertainty is a threat for another perspectives. The cognitive process can change from individual to individual, and some experiences from previous years can influence the process. Some applications may be sufficient to minimize uncertainty at the individual level. For example, it is necessary to ensure that the work gives the worker the necessary control and autonomy. In addition, the selection process is also important, because placing the right people to right working locations provides an ideal match for an individual's skills and job demands. Another important point is that employees clearly inform themselves of what is expected of them. Therefore, precise lines regarding performance requirements and performance evaluation practices, remuneration procedures, and feedback can positively impact the individual (Schuler and Jackson, 1986). Some training programs, such as stress management, can be provided by organizations for the individual development of the employee. A study by Ashford (1988) found that if job uncertainty is high in an organization, employees' job satisfaction is low.

#### **2.4. Relationship between Transformational Leadership and Work Flow Experience**

The increasing performance of an organization is directly proportional with the development of the organization. The type of leadership which can provide organizational development mentioned among leadership types is the transformational leadership. Transformational leaders have the abilities such as correctly analyze the internal and external environment with their broad vision, influencing the people, being open for the improvement, and making employees believe that they can do more than they do. In this way, they can improve the structure of the organization and increase the efficiency (Şahin, 2009). The productivity and performance of the employee comes first among the factors which can increase in the performance of

the organization. A transformational leader who uses the leadership characteristics can restructures the goals, objectives and values of the followers, and builds on them values such as justice and equality. The transformational leaders can help to increase the morale and motivation levels of employees who is following their perspectives. Keeping the morale and motivation of the followers high in a working environment is a factor which can affects them to experience the flow. Changing and expanding the areas of interest and need of followers will provide the team highest level of morale and motivation (Bass, 1999). Also, stated parallel with this, will strengthen their understanding of team goals and their commitment to work (Krishnan, 2002). This will make it easier for followers to experience the flow. Bass (1999) explains that the concept of the transformational leadership is more effective on the working performance of the employees in the management and organization according to the other leadership styles. As a result of these studies, it can be said that; Transformational leaders, when compared to other leaders, can provide more morale and motivation to their employees and can give them more confidence than the other leadership styles (Yavuz, 2008). High morale and motivation are passionate the employees about the job and helping them to experience the flow easier. When the employees concentrate by giving full attention to the work, they find themselves in flow state. They dedicate themselves to their work and as a result, their performance increases (Aydin Kucuk, 2020). Transformational leaders encourage their employees to think differently from the standard and to look at problems from different angles (Gardner and Avolio, 1998). Transformational leadership has been found to be positively associated with followers' creativity (Shin and Zhou 2003). Transformational leaders present a compelling vision to their followers. They encourage them to challenge existing mental models and create better solutions to bring about positive change. This allows them to activate the minds of their followers (Bass and Riggio, 2006; Eisenbeiss, Van Knippenberg, and Boerner, 2008). Therefore, this relationship between transformational leadership and flow experience contributes positively to the organizational setting.

H1: There is a positive impact of Transformational Leadership on Work Flow Experience.

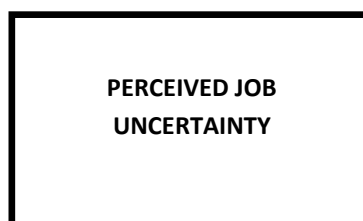
## 2.5. The Role of Perceived Job Uncertainty

Transformational leadership has a positive impact on the workflow experience. That's why the employees who led by transformational leaders will be more likely to experience the workflow. However, there are some uncertainties perceived by the employees in their working environment. Changes in the work plans of the employees, whether they will be transferred to another department, their competencies in the job, their abilities, opportunities in the workplace can be listed as some issues that may create uncertainty in the organizational setting. Employees may face such uncertainties in the organizational environment and these uncertainties have many effects on the working lives of employees. When looking from this perspective, there is a role of perceived job uncertainty on the relationship between workflow experience and transformational leadership. The relationship of these two variables can show changes according to the level of uncertainty in the organizational setting. In situations where uncertainty is high, employees may not have the necessary concentration on their work. In addition, uncertainties in the organizational setting cause a decrease in the performance of employees. In this case, perceived job uncertainty level of the employees becomes important. Based on this situation, it can be thought that perceived job uncertainty has a moderating role between the relationship of the variables.

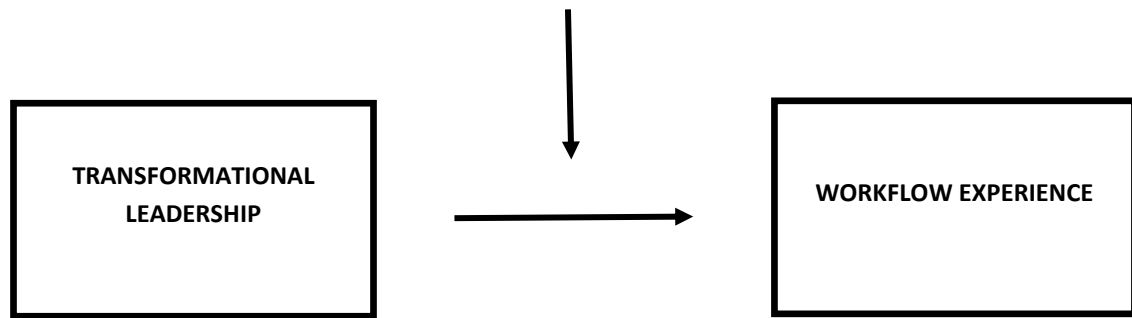
The aim of this model is to explain the uncertainties will have an effect on the relationship between transformational leadership and flow experience. Therefore, the second hypothesis of the study can be stated as below.

H2: There is a moderator role of perceived job uncertainty on the relationship between transformational leadership and work flow experience.

Figure 1: Research Model







### 3. METHODOLOGY

The research was conducted on white-collar employees working in the service sector in Istanbul. 51.40% of the participants are male, 48.60% are female, 41.2% are married, 57.20% are single and 84.3% are under 35 years old. 62.10% of the participants have bachelor's degree, 28.40% have less than 3 years of work experience and 44.00% have an income of 5000 TL or more. Within the scope of this research, an online questionnaire was applied to the participants. Analyzes were performed on the SPSS program for 243 responses.

The sampling technique of the study is the random sampling. In random sampling technique each option has an equal possibility of being chosen. That's why, it was thought that this is the most appropriate sampling technique for this research and it was decided to use it in the study.

#### 3.1. Research Instruments

##### 3.1.1. Work Flow Experience Scale

The relevant scale was developed by Bakker Golub and Rijavec in 2008 as name of The Work-Related Flow Inventory. The Work-Related Flow Inventory scale is consisting 13 items and 3 dimensions (Bakker, Golub and Rijavec, 2017). The dimensions of this scale are dedication to work, enjoyment of work and intrinsic motivation to work (Bakker, 2008). This scale is the first scale developed for flow experience in working life and it has been used frequently in the international literature. This scale was applied to different samples in different countries and its validity and reliability tests were conducted (Demerouti, Bakker, Sonnentag and Fullagar, 2012). For this reason, the relevant scale was preferred for this study. The Turkish adaptation of this scale and its validity and reliability study were carried out by Turan and Pala (2019).

The scale used in the research is a 5-point Likert-type scale with equal intervals. Of the individuals participating in the survey; They were asked to answer as 1-Strongly Disagree, 2-Disagree, 3-Undecided, 4-Agree, 5-Completely Agree.

##### 3.3.2. Perceived Job Uncertainty Scale

The perceived job uncertainty scale was developed by Schweiger and Denisi in 1991. This scale was created to measure the different perception of uncertainty in business life in corporate structures. The relevant scale used in this study was translated to Turkish by Tinaztepe (2010). The validity of the translated to Turkish form was checked by experts in this domain (Ozveren, 2016). Data collection on perceived job uncertainty was carried out using 18 items in this scale.

The scale used in the research is a 6-point Likert-type scale with equal intervals. Of the individuals participating in the survey; They were asked to answer as 1- Definitely Distinctive, 2-Pretty Distinctive, 3- Distinctive, 4-Uncertain, 5-Pretty Uncertain, 6- Definitely Uncertain.

##### 3.3.3. Transformational Leadership Scale

The "Multi-Factor Leadership Scale" has been developed by Bass and Avolio in 1990. This scale was translated into Turkish by Gurel (2011) and consists of 20 items in total, 16 items translated into Turkish by Gurel and 4 items taken from the version of the same scale developed in 2009 were used (Bass, Avolio, 2009). This research has been made on employees who is working in service industry in Istanbul. That's why the translated version of the scale has been used for this research.

The scale used in the research is a 5-point Likert-type scale with equal intervals. Of the individuals participating in the survey; They were asked to answer as 1-Strongly Disagree, 2-Disagree, 3-Undecided, 4-Agree, 5-Completely Agree.

#### 4. FINDINGS

The reliability tests and the confirmatory factor analysis averages to the normal distribution were carried out before testing the hypotheses about whether the independent variable of the study has an effect on the dependent variable. Then, the correlation and regression analyses were performed to test the relationship between them. The findings obtained from the results of the analyzes are presented in the tables below. Finally, the moderator analysis was applied to measure the moderator role of perceived business uncertainty.

##### 4.1. Factor Analysis and Reliability of the Scales

Firstly, factor confirmatory analysis and reliability tests were performed to test the factor structures of the scales used in the research. It is very important to find out the validity and reliability of scale structures before proceeding to hypothesis testing. That's why, the KMO (Kaiser-Meyer-Olkin) measure of the sampling sufficiency Cronbach's alpha construct validity of the scales was evaluated which used in this research. The findings show that the KMO values of the scales are at least ,934. This value is greater than the KMO value accepted in the statistical literature (the recommended KMO value is ,600 at least). Bartlett's test of sphericity of each scale is significant which used in this study (p value = .000). The results of factor and reliability analyzes for all variables are shown in Table 1.

Table 1: The Summary Statistics of Survey (N=243)

Items	Item Number	Cronbach's $\alpha$	Explained Variance (%)
<u>Work Flow Experince</u>	13	,936	27.588
<u>Transformational Leadership</u>	20	,984	30.895
<u>Perceived Job Uncertainty</u>	18	,933	14.628
<u>Total Variance (%)</u>			73,111
<u>KMO</u>			,934
<u>Chi-Square Bartlett's Test</u>			12603,763
<u>P value</u>			,000

##### 4.2. Descriptive Statistics for Research Variables and Correlations between Workflow Experience, Transformational Leadership and Perceived Job Uncertainty

Means and standard deviations of Pearson correlation analysis and the research variables are stated in the Table 2. According to the findings from analyzes the means of all the components have low and also moderate values. Generally, the average values of the variables range between (M= 1,51, SD= ,5007) and (M= 3,96, SD= 1,0244). Also, among the main research variables while Transformational Leadership has the lower mean value (M= 3,04, SD= 1,1828) also, perceived job uncertainty has the higher mean value (M= 3,96, SD= 1,0244) according to the result of the analyzes.

When the correlation analyzes were examined, it was observed that there is a significant and positive correlation between the independent and dependent variables in the model. However, it has been examined that perceived job uncertainty has a significant negative relationship with other variables of the study. There is a moderate positive significant correlation between transformational leadership and work flow experience (r: .497; p<0.01). Also, there is a negative significant correlation between perceived job uncertainty and transformational leadership (r: -.143; p<0,05). On the other side, there is a negative significant correlation between perceived job uncertainty and work flow experience (r: -.122\*; p<0,05).

Table 2: Descriptive Statistic for Research Variables (Means and Standard Deviations) and Correlations of the Variables

	Mean	Std. Deviation	1.	2.	3.	4.	5.	6.	7.	8.	9.
--	------	----------------	----	----	----	----	----	----	----	----	----

<b>1.Age</b>	2,07	0,6238	(-)							
<b>2.Gender</b>	1,51	0,5007	-.183**	(-)						
<b>3. Marital Status</b>	1,60	0,5221	-.246**	-.015	(-)					
<b>4.Education</b>	2,80	0,8687	.025	.022	.078	(-)				
<b>5.Total Work Experience</b>	3,34	1,2532	.579**	-.085	-.313**	-.141*	(-)			
<b>6. Salary</b>	3,26	1,1542	.481**	-.252**	-.137*	.246**	.494**	(-)		
<b>7.Workflow Experience</b>	3,12	0,9570	.013	-.085	-.008	.015	-.049	.494**	(.93)	
<b>8.Transformational Leadership</b>	3,04	1,1828	-.151*	.108	.088	.015	-.162*	-.059	.497**	(.98)
<b>9.Perceived Job Uncertainty</b>	3,96	1,0244	.124	-.235**	-.001	-.041	.128*	.158*	-.122*	-.143* (.93)

N:243; \*p<0,05; \*\*p<0,01\*\*\* p<,001

#### 4.3. Regression Analysis of the Study

The findings of the factor and reliability analyses explained that this study was usable to test the main hypotheses of the study in terms of the validity and reliability values of the scale constructs. Thus, we can proceed with the regression analyses in order to test the first hypothesis mentioned in the study (H1). As discussed in the literature section, it is claimed that the existence of a transformational leadership approach in the organization will have a positive effect on the workflow experience of the employees. On this basis, regression analysis was applied to the first hypothesis of the study, "There is a positive impact of Transformational Leadership on Work Flow Experience" The regression analysis of the findings are shown in Table 3.

When we examine the Table 3 statistically, can understand that the results in Model 1 indicate that transformational leadership has a moderate impact on workflow experience ( $\beta = .497$ ,  $R^2 = .247$ ,  $p = .000$ ,  $F = 78.597$ ). This result shows that employees' workflow experiences increase when they are managed with the transformational leadership characteristics in the organization. There is a positive impact of the transformational leadership characteristics on the employees and this positive impact has increased on their workflow experience. That's why, the first hypothesis of the study (H1) is supported.

Table 3: The Impact of Transformational Leadership on Work Flow Experience

Variable	b	Std. Error	t	P
(Constant)	1,903	0,148	12,845	,000***
<b>Transformational Leadership</b>	0,497	0,045	8.865	,000***
<b>R<sup>2</sup> = ,247; F = 78.597; P &lt;,001</b>				
a. *p<0,05; **p<0,01*** p<,001				
b. Dependent Variable: Work Flow Experience				
c. Independent Variable: Transformational Leadership				

#### 4.4. Moderator Analysis of the Study

As discussed in the literature review section of the study, perceived job uncertainty was considered to play a moderator role between transformational leadership and workflow experience in hypothesis 2. In order to test the moderator role of perceived job uncertainty in that relationship, transformational leadership and workflow experience was entered into the analysis to examine the main effect. Finally, the analyzed of the interaction effect between the variables was performed. The

results of the analysis of the moderator role of perceived job uncertainty on the relationship between transformational leadership and workflow experience are presented in Table 4.

Table 4: The moderator role of perceived job uncertainty on the relationship between transformational leadership and workflow experience

Transformational Leadership	$\beta$	se	t	p
<b>Work Flow Experience</b>				
Constant	3,2635	.5304	6,1529	.0000
Transformational Leadership	-.0279	.1770	-.1578	.0000
Perceived Job Uncertainty	-.3226	.1211	-2,6639	.0000
<b>Perceived Job Uncertainty</b>				
↓				
Transformational Leadership	.1017	.0406	2,5083	.0128
Perceived Job Uncertainty	Moderator Effect ( $\beta$ )	se	t	p
Moderator Effect of Perceived Job Uncertainty = $M \pm 1SD$				
M- 1SS (2.894) Low	2,9418	0,2713	3,9538	.0000
M (3.742) Moderate	3,9663	0,3755	8,1563	.0000
M+1SS (4.590) High	4,9907	0,4797	8,7847	.0000
<b>Model Summary</b>	<b>R</b>	<b>R<sup>2</sup></b>	<b>F</b>	<b>p</b>
	0,5180	0,2680	29,1451	.0000
<b>Increased R<sup>2</sup></b>	<b>R<sup>2</sup> Change</b>	<b>F</b>	<b>df1</b>	<b>df2</b>
	0,0190	6,2918	1,0000	238,0000
				.0128

\*P<0.05; \*\*p<0.01; \*\*\*p<0.001; \*\*\*\*p<0.0001

When we examine the Table 4 statistically, the regression model was found to be statistically significant ( $R=.518$ ;  $R^2=.268$ ;  $F=29,1451$ ;  $p=0.0000$ ). Perceived job uncertainty appeared to be a statistically significant predictor of the workflow experience ( $\beta = -.3226$ ;  $t = -2,6639$ ;  $p=0.0000$ ). Also, using process macro which developed for the Statistical Package Program, evaluated the results of the research. Table 4 shows that the interaction effect was significant ( $\beta=.0503$ ;  $t= 2.5244$ ;  $p=0.0000$ ). Perceived job uncertainty was found have moderator effect on the relationship between transformational leadership and workflow experience. In this context, the effect of perceived job uncertainty is statistically significant with low ( $\beta= 2,9418$ ;  $t= 3,9538$ ;  $p=0.0000$ ) moderate ( $\beta= 3,9663$ ;  $t= 8,1563$ ;  $p=0.0000$ ) and high ( $\beta= 4,9907$ ;  $t= 8,7847$ ;  $p=0.0000$ ). Thus, it can be expected that as employees feel the uncertainty in their organizations the positive effect of transformational leadership on workflow experience goes down. According to this result the hypothesis H2 is supported.

## 5. CONCLUSION, DISCUSSIONS AND SUGGESTIONS

In this study, the relationship between transformational leadership and workflow experience and the moderator role of perceived job uncertainty were tested. According to results of these statistical analyses, it can explain that, all the variables of this research model have significant relationship between each other. The regression analyses report that, transformational leadership have effects on workflow experience and perceived job uncertainty is a mediator variable within this relationship. As consistent with our expectations and previous research, transformational leadership is found to be significantly as statistically and positively related to workflow experience. This relationship which is strongly and positively associated with workflow experience is logical. Especially, when we examine the relationship between variables in our model, we can show that the transformational leadership has effect on workflow experience of the employees. The reason of this effect is psychological situation of the employees which have a crucial role in experience the workflow status.

According to the test results of the hypotheses formed in line with the main purpose of the research, it was determined that the transformational leadership positively affects the workflow experience. This result is similar to the study in the literature with (Krishnan, 2002; Waldman, Bass and Einstein, 1987; Arslantas and Pekdemir, 2007). In addition, perceived job uncertainty is one of the important elements in the organizational environment. This concept of uncertainty, which has many effects on employees, affects the work performance and happiness of employees. Based on the results of the research, it is possible to say that this effect is negative and significant. This effect of perceived job uncertainty was found to moderate the relationship between transformational leadership and workflow experience.

The results of the research shows that the variable which plays a role as a moderator is perceived job uncertainty in the relationship between transformational leadership and employees' workflow experience. In this context, managers approach

their employees with a positive perspective so that they can increase their job performance. The importance of focusing on the strengths of their employees and developing these aspects has been revealed once again with this research. For the future of an organization, employees' workflow experience and accordingly increasing productivity are in a relationship with each other. The main factor is that plays a role in experience the workflow more easily is the transformational leadership approach. As we discussed in the literature, the transformational leadership approach is very important for the future of organizations. In addition, perceived job uncertainty has a moderator role between dependent and independent variables. When perceived job uncertainty of the employees increases, it becomes more difficult for employees to experience the flow. When looking from another perspective, they are more likely to experience flow when the perceived job uncertainty of the employees is low. For this reason, company owners and managers need to fulfill important responsibilities in order to support people for the future of the organization, to minimize their perceived job uncertainties and to increase their performance.

## 6. LIMITATIONS

The only limitation of the research is that, the current research applied on the employees of service sector who lived in İstanbul, as I mentioned before. The next research can be performed in another city for employees from the different sectors. Also, findings of this research are valuable as it was tried to explain work flow experience, transformational leadership, perceived job uncertainty and relationship between them.

## REFERENCES

- Alannah E. Rafferty and Mark A. Griffin, (2004). "Dimensions of Transformational Leadership: Conceptual and Empirical Extensions", *The Leadership Quarterly*, 15, 330.
- Arslantas C. and Pekdemir I. (2007). "Dönüşümcü Liderlik, Örgütsel Vatandaşlık Davranışı ve Örgütsel Adalet Arasındaki İlişkileri Belirlemeye Yönelik Görgül Bir Araştırma", *Anadolu Üniversitesi Sosyal Bilimler Dergisi*, 7(1), 262.
- Ashford, S. J. (1988). Individual Strategies for Coping with Stress during Organizational Transitions. *The Journal of Applied Behavioral Science*, 24 (1), 19-36.
- Ashford, S. J., Lee, C., & Bobko, P. (1989). Content, Cause, and Consequences of Job Insecurity: A Theory-Based Measure and Substantive Test. *Academy of Management Journal*, 32 (4), 803-829.
- Aydın Kucuk B. (2020). Workflow Experience in the Light of Leader- Member Exchange and Person-Job Fit Theories, *Psychological Reports* 0(0), 1–34.
- Bakker, A.B. and Demerouti, E. and Schaufeli, W.B. (2008). Dual Processes at the Work in a Call Centre: An Application of the Job Demands-Resources Model. *European Journal of Work and Organizational Psychology*. 12(4), 393-417.
- Bakker, Arnold (2008). "The Work Related Flow Inventory: Construction and Initial Validation of the WOLF", *Journal of Vocational Behavior*, 72 (3), 400-414.
- Bakker, Arnold, Ljubin Golub, Tajana and Rijavec, Majda (2017). "Validation of the Study-Related Flow Inventory (WOLF-S)", *Croatian Journal of Education*, 19, 147-173.
- Beehr, T. A. and Bhagat, R. S. (1985). Introduction to Human Stress and Cognition in Organizations. In T. A., Beehr and R. S. Bhagat (eds.), *Human Stress and Cognition in Organizations: An Integrated Perspective*, 3- 19.
- Bekele Shibus (2011). "Effects of Transformational Leadership on Subordinate Job Satisfaction in Leather Companies in Ethiopia", *Interdisciplinary Journal Of Contemporary Research In Business*, 687.
- Bernard M. Bass (1985). "Leadership: Good, Better, best", *Organizational Dynamics*, 13(3).
- Bernard M. Bass, Paul Steidlmeier (1999). "Ethics, Character, and Authentic Transformational Leadership Behavior", *Leadership Quarterly*, Binghamton University, 10(2), 209.
- Bruce J. Avolio and Bernard M. Bass (2009). *Multifactor Leadership Questionnaire Feedback Report*, Imperial Council.
- Conrath, D. W. (1967). Organizational Decision-Making Behavior under Varying Conditions of Uncertainty. *Management Science*, 13(8), B487-B500.
- Csikszentmihalyi, M. (1990). *Flow: The Psychology of Optimal Experience*. Harper Collins Modern Classics.
- Csikszentmihalyi, M. (2003). *Good Business*. Viking.
- Demerouti, Evangelia, Bakker Arnold, Sonnentag, Sabine ve Fullagar, Clive J. (2012). Work-related Flow and Energy at Work and at Home: A Study on the Role of Daily Recovery, *Journal of Organizational Behavior*, 33, 276-295.
- Downey, H. K., Hellriegel, D., & Slocum Jr, J. W. (1975). Environmental Uncertainty: The Construct and Its Application. *Administrative Science Quarterly*, 20(4), 613-629.
- Duncan, R. B. (1972). Characteristics of Organizational Environments and Perceived Environmental Uncertainty. *Administrative Science Quarterly*, 17 (3), 313-327.
- Eisenbeiss S.A., Van Knippenberg D., Boerner S. (2008). *Journal of Applied Psychology*, 93(6), 1438.
- Eisenberger, R. and Jones, J.R. and Stinglhamber, F. and Shanock, L. and Randall, A. (2005). Flow Experiences at Work: For High Need Achievers Alone? *Journal of Organizational Behavior*. 26, 755-775.
- Eren E. (2012). *Örgütsel Davranış ve Yönetim Psikolojisi*, Beta.
- Gardner, W. L., & Avolio, B. J. (1998). The charismatic relationship: A dramaturgical perspective. *The Academy of Management Review*, 23(1), 32–58.
- Garner, W. R. (1962). *Uncertainty and Structure as Psychological Concepts*. Wiley.
- Gül H. and Sahin K. (2011). "Bilgi Toplumunda Yeni Bir Liderlik Yaklaşımı Olarak Transformasyonel Liderlik ve Kamu Çalışanlarının Transformasyonel Liderlik Algısı", *Selçuk Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 25, 242.
- Gumusoglu L. and Ilsev A. (2007). "Transformational Leadership, Creativity, and Organizational Innovation", ScienceDirect, *Journal of Business Research*, 461.
- Gurel G. (2011), "Örgütsel Öğrenme, Dönüşümcü Liderlik, Pazar Yönlendirmesi Ve Örgütsel İnovasyonun Firma Performansı Üzerine Etkilerinin Analizi" (Yayınlanmamış Yüksek Lisans Tezi, İstanbul Teknik Üniversitesi Fen Bilimleri Enstitüsü, İstanbul, 55-56.
- Ivancevich, J. M., Matteson, M. T., & Konopaske, R. (2002). *Organizational Behavior and Management*, McGraw-Hill.
- Jackson, S.A. and Ecklund, R.C. (2004). The Flow Scales Manual. *Fitness and Information Technology*.
- Keles H. N. and Ozkan T. K. (2010). Liderlik, Kültür Ve Performans Arasındaki İlişkinin Örgütsel Zeka Modelinden Hareketle İncelenmesi, *Organizasyon Ve Yönetim Bilimleri Dergisi* 2(1), 66.
- Kırılmaz S. and Kırılmaz H. (2010). Transformasyonel Liderliğin Örgütsel Bağlılığa Etkileri, *Türk İdare Dergisi*, 469, 121.
- Krishnan, V. R. (2002). Transformational Leadership and Voule System Congruence, *International Journal of Volue-Based Management*, Kluwer Academic Publishers, 15(1), 20.

- La Fevre, J. (1988). Flow and the Quality of Experience During Work and Leisure. *Optimal Experience: Psychological Studies of Flow in Consciousness*. Csikszentmihalyi, M. and Csikszentmihalyi, I. Cambridge University Press: 307-318.
- Luce, R. D. and Raiffa, H. (1957). *Games and Decisions: Introduction and Critical Surveys*. Wiley.
- Bass, B., & Riggio, E. (2006). Transformational Leadership. Mahwah, NJ: Lawrence Erlbaum Associates, 2, 175-200
- Maccrimmon, K. R. (1966). Descriptive and Normative Implications of the Decision Theory Postulates. In K. Borch & J. Mossin (eds.), *Risk and Uncertainty: Proceedings of a Conference Held by the International Economic Association*, 1-21.
- Mcgrath, J. E. (1976). Stress and Behavior in Organizations. In. *Handbook of Industrial and Organizational Psychology*, 1351-1396.
- Milliken, F. J. (1987). Three Types of Perceived Uncertainty about the Environment: State, Effect, and Response Uncertainty. *Academy of Management Review*, 12(1), 133-143.
- Nakamura, J. and Csikszentmihalyi, M. (2009). *Flow Theory and Research. Handbook of Positive Psychology*. Snyder, C.R. and Lopez, S.J. Oxford University Press, 195-206.
- Özveren C. (2016). The Role of Work Values on The Relationship of Perceived Job Insecurity and Job Uncertainty with Intention to Work In Public Sector. Yayınlanmamış Yüksek Lisans Tezi, Marmara Üniversitesi, Sosyal Bilimler Enstitüsü
- Paulsen, N., Callan, V. J., Grice, T. A., Rooney, D., Gallois, C., Jones, E., & Bordia, P. (2005). Job Uncertainty and Personal Control during Downsizing: A Comparison of Survivors and Victims. *Human Relations*, 58(4), 463-496.
- Pollard, T. M. (2001). Changes in Mental Well-Being, Blood Pressure, and Total Cholesterol Levels during Workplace Reorganization: The Impact of Uncertainty. *Work & Stress*, 15(1), 14-28.
- Stephen P. Robbins, David A. DeCenzo, Mary Coulter, Megan Woods, (2013) – *Management: The Essentials*, Pearson Australia, 2, 287-300
- Schuler, R. S. (1980). Definition and Conceptualization of Stress in Organizations. *Organizational Behavior and Human Performance*, 25(2), 184-215.
- Schuler, R. S., and Jackson, S. E. (1986). Managing Stress through PHRM Practices: An Uncertainty Interpretation. *Research in Personnel and Human Resources Management*, 4, 183-224.
- Schweiger, D. M., and Denisi, A. S. (1991). Communication with Employees Following a Merger: A Longitudinal Field Experiment. *Academy of Management Journal*, 34(1), 110-135.
- Shin, S. J., & Zhou, J. (2003). Transformational Leadership, Conservation, and Creativity Evidence from Korea. *Academy of Management Journal*, 46, 703-714.
- Tınaztepe, C. (2010). The Effect of Desire for Change on The Relationship between Perceived Uncertainty and Job Related Affective Well-Being. Yayınlanmamış Yüksek Lisans Tezi, İstanbul, Marmara Üniversitesi Sosyal Bilimler Enstitüsü.
- Turan N. and Pala O. (2020). Turkish Adaptation of Flow at Work (Wolf): Validity and Reliability Study, *Ankara University SBF Journal*, 76, 387 – 404
- Uslu Y.D. (2011). Örgütlerde Yönetmel Etkinliğe Ulaşmada Yeni Bir Yaklaşım: Yaratıcı Liderlik, *SÜ İİBF Sosyal Ve Ekonomik Araştırmalar Dergisi*, 16(22), 123.
- Waldman, David A., Bass Bernard B. and Einstein Walter O. (1987), Leadership and Outcomes of Performance Appraisal Processes, *Journal of Occupational Psychology*, 60, 177-186.
- Yaşın T. (2016). Kişilik Özellikleri ve Psikolojik Sermayenin Psikolojik İyi Oluş, Akış Deneyimi, İş Tatmini ve Çalışan Performansına Etkileri. Yayınlanmamış Doktora Tezi, Başkent Üniversitesi, Sosyal Bilimler Enstitüsü