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## INFLUENCE OF LEADERSHIP IN MOTIVATING EMPLOYEES

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### ABSTRACT

*Leadership is considered to be a process of social influence that is essential to attain the objectives and goals for the organization and towards the society. Therefore, this paper intends to understand the mannerism that enables leaders to behave in an autocratic or transformational way through various reviews from literatures that will further affect employee motivation their behavior and consequently, their organizational oriented ventures. The style of leadership gives direction implement strategies and motivates individuals towards the attainment of the desired objectives. Leadership styles are replicated in attitudes and behaviors but these in turn are the outcome of complex interactions between the way individuals think and feel. The researchers highlighted diverse approaches/ styles to leadership that are based on different assumptions and theories. As the time passed, the analysts have worked out to evolve various models, theories and assumptions regarding the leadership styles. The crux of their research was to elaborate the effectiveness of leadership in the re-organization including the establishment of authority, inducing sense of responsibility, streamlining and addressing the employees' issues in the context of already prevailing situation. Resultantly, among many others, two styles of leadership became much prominent namely transformational and transactional leadership. These two styles have been analyzed in the different socio-economic and academic sectors with their distinct advantages. Presently, these two styles are worked out in the different situation depending upon the nature and context.*

**Keywords:** leadership, motivation, attitude, behavior, transformational, organization.

### 1. INTRODUCTION

Social needs and group activities have been addressed by the formation of organizations where the people working in it are considered as the major driving force. These people help an organization in attaining their goals and imparts liveliness in it. Thus, the growth and success of the people and their organizations rely entirely on the management. This management could be implemented only by developing the quality of leadership among the people working in an organization. The

transformations and development made by individuals and groups throughout the history were made in association in the presence of a person who acts as a leader (Shafie et al., 2013). The leadership is considered to be an essential component of management in an organization. People or groups who are integrated with skills are to be found with leadership styles who dedicatedly attain their goals. Therefore, the product of effective leadership is the well-motivated employees in an organization. Employees could not be

kept motivated only by attaining organizational goals but it requires the involvement of their senior employers and managers in helping them to realize and fulfill their career and personal goals. Thus there occurs an interactive relation between leadership and motivation (Naile, 2014). The impact of leadership on employees is considered critical and unpredictable as it was dependent on leaders' ability to motivate their employees toward collective goals or a joint mission or vision. As the followers are more motivated by the supporters, the more effective the leader; the more effective the leader, the more motivated the followers. The attribute of leadership is considered as an ability for strategic decision making with the application of skills like interpersonal skills, communication, decision making, emotional maturity, motivation etc. to attain the targets of the organization (Kayode et al., 2014).

## **2. LITERATURE REVIEW:**

### **2.1 Leadership and decision-making styles affecting Employees performance**

The styles which a leader follows to run an organization and motivate his or her employees has many forms such as authoritarian, paternalistic, democratic, laissez-faire, transactional and transformational according

to Riedle, 2015. Therefore, the author discussed mainly about the transactional and transformational styles of leadership in order to limit his research. Bass in 1985 discussed about the leaders following the transactional styles do not regularly get involved with their employees and only when there occurred any deviation or mistake they mixes up with the workers. According to his literature reviews the leaders with the transactional style wanted the same procedures for their company to be followed flawlessly every time their work gets completed. In addition, the leaders following the transactional styles are not much involved in motivating their employees or helping them to grow and develop their career. Whereas, on the other side the leaders with transformational style had stirred the qualities of inspiration, charismatic, stimulation, ready to accept challenges whatever the situation arose in front of the employees. Thus, inspired by the transformational leaders the employees under them had developed the willingness to work with their full potential for the betterment of their organization. A transformational leader develops a vision within the employees and motivates them through his beliefs, vision and charisma. According to Burns (1978) the age-old beliefs and attitudes of employees working and running an organization was

modified with the development of the concept of transformational leadership by inspiring the employees. Haq et al. (2016) discussed on the transformational leadership style where the leaders helped their followers to accomplish their goals and mission through working with them. The leaders inculcated with the transformational styles motivates their followers in a way that went beyond any reward or exchanges. The theories of transformational leadership gave evidences that when a leader was employed with transformational leadership qualities it resulted in emotional attachment of the followers or employees towards the leader. The impact of such leaders could be judged from the performance of their workers or followers in an organization. Trust and respect developed towards the transformational leaders from their employees and therefore they exhibit extraordinary behavior to fulfil the expectations of their leaders.

Zehir et al., 2011 in their paper indicated that a leader with the transactional style of leadership operated with the existing system or culture of running an organization by making attempts to satisfy the present trends of the workers or the followers through making exchanges or contingent reward behavior, paying close attention towards the

deviations, irregularities, irresponsibility and to take quick actions in resolving such issues that arose in organizations. Such leaders were considered to be commonly inactive leaders as they credit the good performances of workers and intervene only when any problem arises in the employees' performance in the organization. Thus, there arises probabilities in dynamic changes outside and inside an organization as it encouraged a leader to transfer their leadership paradigm from a traditional mechanistic approach to a humanistic based style of leadership to develop and attain the demanding goals and strategies for an organizational success.

There are different ways by which leaders make arrangements for the improvement and benefit of their employees and organization. It was discussed by (Yukl, 2013) that leaders could broaden up the participation limits within employees in the process of decision making such as:

- i) Autocratic Decision: Through these processes, the leaders or managers have a high influence on the conclusion of the companies and the employees do not have any power of their own. The decision of the seniors governs them.
- ii) Consultation: In these type of processes usually the leaders or managers in an

organization take any decision after meeting with their employees and keeping their ideas and other concerns in mind.

iii) Joint Decision: In these process the employees as well their leaders have equal rights in decision making and shows a similar impact on the performance of an organization.

iv) Delegation: In these processes, the power and other authorities for decision making are provided to the leaders by the employees working in the same organizations. Leaders involve their employees in the process of decision making, and it is more likely that the decision will develop the quality of choice, make it readily accepted, enhance employee satisfaction and foster development of employee's skills. Further, according to Verma et al. (2013), decisions made by the managers governed the performance of an organization. It revealed that India experienced an economic growth and therefore had remarkable contribution from the manufacturing industries but still for sustainable development there is requirement for the right leadership and decision makers. It was indicated that the manufacturing sectors in India appeared brighter with foremost rational of double checking of the sources of information that was provided before making of any decisions by the

managers and depend back on the style to seek positive support in order to make important decisions.

## **2.2 Impact of the relationship between leadership and motivation**

Naile, discussed in 2013 that the employees in an organization work as the driving force to acquire success for the organization through their skills and efforts, commitment and persistence. The motivation criteria are considered significant as the competencies of leadership has the power and ability to motivate their employees which a crucial work. The task involved in administration started with efforts made to recruit employees further progressing through the process of induction and continue every day until the day of his departure from the organization. The managers or the leaders can motivate the newly joined employees in an organization and teach them to inculcate the ability or the quality of leadership within them and how it is essential for organizational development. An employee and managers relationship is considered to be a dominant element for motivating the employees. By adopting this approach, the employees enjoy their work and builds up a positive, professional and respectful attitude towards the organization. A determining effect on the motivation level, morale, and

satisfaction in the job of the employees was adopted through the leadership styles and management of the managers and seniors in a business organization. The level of motivation and management style adapted to run an organization was considered to be a debatable subject. It was also argued whether the leaders are born or developed in any society. On focus on the quality of motivation, it is evident that people have traits and are involved in nature. Motivation helped in making an impact that could be inherited or acquired from the surrounding environment. Thus, the study seeks to develop a relationship between the role of leadership in motivating employees.

Sougui et al. (2015) discussed on leadership styles that had an overall operational performance of efficiency, income, market shares as well as organizational commitment in order to attain the goals. It was found that the development and success of any organization depends on the managerial capabilities and leadership qualities of the employers. In every company labour performances governed the productivity of the company. Therefore, success in productivity is due to well balanced and motivated working staff managed by a good and proper style of leadership.

According to Vroom, (1964) employees' motivation towards their work depends on the relation within valence, instrumentality and expectancy. He described that expectancy to be a persons' belief in hard work which will reap good results and his employers would be satisfied with the performance of work. Further, instrumentality defined an employees' belief in attaining rewards through good performances. And the concept of valence dealt with the values that a person holds with reference to his work outcomes.

### **2.3 Theories related to motivation and other relevant studies**

In general, motivation was discussed as the direction and persistence of action. It was concerned with why people choose a particular course of action in preference to others, and why they continue with a chosen action, often over a long period and in the face of difficulties and problems (Mullins, 2010). According to Porter and Lawyer, 1986 motivation can be described into two forms such as "intrinsic motivation and extrinsic motivation". Intrinsic motivation defined as the motivators to do perform work its willingly while extrinsic motivation define as to do perform work due to tangible reward or monetary compensation etc. Therefore, it was discussed that there are certain theories that

needed to be historicized in order to understand the concept of motivation (Alghazo, 2016). Various theories were proposed on the concept of motivation among which the motivation of Maslow's Hierarchy of Human Needs Theory is the popular one. It suggested that there are five levels of human needs that are related to psychological, safety, belonging, self-esteem, self-actualization respectively in order. In order to maintain a proper balance the first level has to be satisfied by the leaders to move into the next. Mc Gregor in his motivation theory of X and Y discussed that people were categorized into two groups of "X" and "Y" with the people interested in rewards and compensation and the other who are self-directed and accepting challenges respectively. Again, another researcher Herzberg discussed that the hygiene criterion were extrinsic motivators like benefits, salaries etc. that are intrinsically oriented and are challenging with more responsibilities. The theory by Vroom suggested that employees voluntarily choose one behavior over another if they believe that this behavior will result in the desired outcome, application. Those theories are still applicable in present work conditions and they have impacted the current theories that explained the attribute called motivation.

Chowdhury et al. (2014) surveyed around 50 employees in a petrochemical industry in India to establish a relation between leadership style and motivation. It was found from their studies that the transformational style of leadership has led to motivate employees more than the other transactional or laissez-faire styles. Again, after investigation of a Croatian Company on the effect of leadership styles on employees performances it was established that employees were found to get motivated with the participative leadership styles rather than an authoritarian way (Buble et al., 2014). Further, through a recent study where a 378 people were surveyed and a significant relation was developed between the variables of transformational leadership style and employees morale and motivation. A relation between the intrinsic and extrinsic motivation with the types of leadership styles which were transactional and transformational existed with a close positive relation. While, there also existed a relation between extrinsic and transactional motivation (Riedle, 2015). Thus this study implied selection and recruitment, development in leadership styles. The term motivation though has been widely discussed as an exciting topic for discussion in the field of industry yet there are certain studies that are still aimed to

understand employees' perception about motivation in diverse fields of organizations.

### 3. CONCLUSION

Thus, the ultimate objective of this research was to understand the perception of employees on the behaviors' and style of leaderships and its impact on employees' motivation working in an organization. Every leader have both the attributes of transformational and transactional leadership. If the leader adapted the transformational style then it not means that they do not follow the rules and regulations. Transformational and participative leadership created an atmosphere of motivation among the employees in an organization. A transformational leader develops a vision within the employees and motivates them through his beliefs, vision and charisma. Commonly the transformational leadership style was considered more preferable for the employees rather than the transactional style. This study implies that managers who want to be more effective might need to be more inspirational, supportive, resourceful, and work to develop their subordinate's capabilities. Further research is required to

the study findings with the similar firms in the region.

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