

THE RELATIONSHIP BETWEEN LEADERSHIP STYLES AND MOTIVATION OF MANAGERS CONCEPTUAL FRAMEWORK

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ABSTRACT

Transformational leadership is implemented when leaders involve broaden and elevate their sub-ordinates' interests, when they generate awareness and acceptance of the group's tasks and mission. This also happen when a leader creates the need within sub-ordinates to look beyond their own self-interests for the good of others. Transactional leadership involves leader-follower exchanges necessary for achieving routine performance agreed upon between leaders and followers. Situational leadership involves the flexible leaders to have the social perceptiveness and information to match their behavior with situational demands which that indicates to the more flexible leader is one who is capable of showing a wider verity and range of situation appropriate behavioral responses.

Keywords: Leadership styles, Motivation, leader

INTRODUCTION:

An organization is a social set up, which has a boundary that divides it from its environment, pursues its own collective goals, and controls its own performance. In a formal organization, interactions are rationally coordinated and directed through time on a continuous basis. The person at the helm of affairs is usually the leader (Ekeland, 2005).

Fry et al., (2005) mentioned that the field of performance excellence has emphasized the need to go beyond reporting financial metrics to include non-financial predictors of financial performance such as customer satisfaction, organizational outputs such as quality and delivery, process or internal operating measures, and employee commitment and growth. Recent developments in strategic scorecards, performance measurement and quality, also pointed out the pivotal role that employee well-being, commitment, and productivity played in predicting other key strategic performance indicators. Of these performance categories, employee commitment was the central and leading indicator. Moreover, a high degree of workplace spirituality and spiritual leadership, as a driver of organizational commitment and productivity, is essential to optimizing organizational performance (Fry and Matherly, 2006).

Organization improve performance in order to anticipate change and develop new structures, effective leadership performance may be essential to ensure that change leads to increased effectiveness, efficiency and profitability (Erkutlu, 2008). Thus, it is encourage understanding the relationship between leadership and business performance is required.

Bowery (2004) mentioned that it is important to differentiate between leadership as personal quality and as organization function. The later entails special combination of personal characteristics, which brings to light qualities and individuals abilities (Bowery, 2004). The former refers to the distribution of power throughout an organization and it brings to focus the pattern of power and authority in the organization.

Erkutlu (2008) defined Leadership as a social influence process. It involves determined the group or organization's objectives, encouraged behavior in pursuit of these objectives, and influencing group maintenance and culture. It is a group phenomenon; there are no leaders without followers. Because of that, leaders who are always stand on the stem of the ship; play a vital role in group or organization. Therefore, leaders must be the good image in others' eyes; especially leader's words are golden words in term of followers' respect. Leadership is one of the necessary and importance characteristics of a leader; it is one of the crucial factors that lead to success. This also means that if those who got the leadership will be the ones who keep the key of great leader. It is considered as a social influence process.

Abdul Hadi (2004) mention that the effective of leadership is considered a determining factor in creating high performance organization. Because of its significance, leadership as topic has received considerable attention particularly in the western world, beginning early this century and continuing until the present. Thus, this study focuses on the evaluation of leadership and organizational performance.

The numbers of industries springing up yearly in Jordan are increasing, but some industry unable to cover the cost and salary for the employee that is why they force to close the shop. However, many of them fail because of many factors have been attributed to the performance of leadership. Kets (1996) pointed out that the effective of leadership was considered a determining factor in creating high performance organization. Because of its significance, leadership as a topic has received considerable attention particularly in the western world, beginning early this century and coming until the present (Kets, 1996).

This study focuses on the leadership and organizational performance in term of motivation of managers in organizations which are located in Amman-Jordan, Amman has been chosen because it is one of the strongest business nerve centers in the country. The purpose of this study is to investigate the relationship between leadership styles and motivation of manager in the organizations in Amman – Jordan. Moreover, this study contributes the current body of knowledge for the leadership and organizational performance.

LITERATURE REVIEW:

Former views about leadership illustrate that it is seen as a personal capability. However, base on opinion of Messick and Kramer (2004) that the degree to which individuals' exhibits leadership depends on the characteristics and personal abilities, characteristics of the location and environment in which he finds himself. Furthermore, Messick and Kramer (2004) explained that since human beings could become members of an organization in order to achieve certain personal objectives, the extent to which they are active members depends on how they are convinced that their membership will enable them to achieve their predetermined objectives. Therefore an individual will support an organization if he believes that through it, his personal objectives and goals could be met, if not the person's interest in the organization will decline.

According to London (2001), objectives assist executives in performing leadership roles by providing the basis for uniting the efforts of the workers within the organization. It was further stressed that achieving set objectives help to give identity to an organization as well as recognition and status.

As mentioned by Dubrin (2007), there are different classes of needs. These include: physical, social and egoistic needs. However, job satisfaction is often associated with human need and condition. Leadership has been linked to management as it involves directing, controlling to an extent the nature, degree, extent and passé of activities and changes occurring within the organization. Management as a process is rooted in the interactions of people at work directed towards maximization of efficiency and scarce resources: labor, machines, raw materials and information (Hoover *et. al.*, 2001).

In context, leadership development can be viewed as the planned experience, guided growth and training opportunities provided for those in position of authority. To this effect the leader of a small scale business should recognize that their responsibilities include performing management function, which according to Dubrin (2007) are planning, organizing, directing, controlling and co-ordination of all activities as they relate to the activities of the firm in order to achieve the firm's objectives.

Paley (2004) explained that planning is a process of looking ahead to determine the course of action(s) a firm or organization will follow to achieve its objectives. Both short and long term plans should be duly considered for an organization's success. The contributor further buttressed that organizing as a function involves correlating the basic components of the firm: people, tasks and materials so that they follow and align with the set goals and objectives.

LEADERSHIP STYLES:

There are a number of different styles of leadership and management that are based on different theories. The individuals style will be use based on a combination of their beliefs, values and preferences, as well as the organizational culture and norms which will encourage some styles and discourage others.

TRANSFORMATIONAL LEADERSHIP:

Northouse (2001) defined that the transformational leadership is a process that changes and transforms individuals. Additional, the transformational leadership is the ability to get people to improve, to change and to be led. It involves assessing associates motives, satisfying their needs and valuing them (Frances and Cohen, 1999). Hence, a transformational leader could improve the company performance and make more successful of the company objectives.

Sidani (2007) mention that there are four factors to transformational leadership which are idealized influence, intellectual stimulation, inspirational motivation, and individual consideration. Each of these factors can help managers to use this approach in the workplace.

- ❖ Idealized influence: describes managers who are exemplary role models for associates. Managers with idealized influence can be trusted and respected by associates to make good decisions for the organization.
- ❖ Intellectual Stimulation: describes managers who encourage innovation and creativity through challenging the normal beliefs or views of a group. Managers with intellectual stimulation promote critical thinking and problem solving to make improvement of organization performance.
- ❖ Inspirational motivation: describes managers who motivate associates to commit to the vision of the organization. Managers with inspirational motivation encourage team spirit to reach goals of increased revenue and market growth for the organization.
- ❖ Individual consideration: describes managers who act as coaches and advisors to the associates. Managers with individual consideration encourage associates to reach goals that help both the associates and the organization.

TRANSACTIONAL LEADERSHIP:

Schneider (2002) stated that there are contrast charismatic leaders with non-charismatic leaders. Although, transformational leaders inspire exceptional performance, transactional or non-charismatic leaders aspire to achieve solid, consistent performance that meets agreed upon goals. Bass (1985) mentioned that transactional leaders give rewards and punishments to encourage performance, making the leader relationship essentially an economic transaction. Conger and Kanungo (1998) noted that the transactional leaders have three primary characteristics which are:

- ❖ First, transactional leaders work with their team members to develop clear, specific goals and ensure that workers get the reward promised for meeting the goals.
- ❖ Second, they exchange rewards and promises of rewards for worker effort.
- ❖ Third, transactional leaders are responsive to the immediate self-interests of workers if their needs can be met while getting the work done.

Transactional leadership encourages specific exchanges and a close connection between goals and rewards. Therefore, employees are not motivated to give anything beyond what is clearly specified in their contract. This is especially troubling for knowledge employees for whom it is much more difficult to specify complete job descriptions in advance.

According to Conger and Kanungo (1998) and Schneider (2002) all leaders exhibit characteristics of both transformational and transactional leadership styles. Individual leaders tend to emphasize one of these styles more than the other. Both types of leaders are required to effectively manage knowledge (Conger, 1999).

SITUATIONAL LEADERSHIP:

Situational leadership theory is based on the interaction among the dimensions of relationship behavior and task behavior, as well as follower readiness or maturity for performing a certain task (Hersey and Blanchard, 1996). In their view, followers are the most critical factor in leadership proceedings. Thus, as followers differ, so does the suitable method of management.

Northouse (2001) noted that the situational leadership examines how leaders can become effective in many different types of organizational settings involving a wide variety of organizational tasks. Further, directive behavior involves clearly telling people what to do, how to do it, where to do it, and when to do it, and then loosely supervising their performance. Though, supportive behavior involves listening to people, providing support and encouragement for their efforts, and then facilitating their involvement in problem-solving and decision making (Blanchard, 1991).

Northouse (2001) showed that the effective of leadership occurs when the leader can accurately diagnose the development level of subordinates in a task situation and then exhibit the prescribed leadership style that matches that situation. Blanchard (1991) explains that the key to being a situational leader rests primarily on two variables. First the degree of difficulty of the task, second the development level of the person doing the task. Development level is the degree of competence and commitment an employee has to perform a particular task without supervision. Competence is a function of knowledge or skills which can be gained from education, training or experience; Commitment is a combination of confidence self-assuredness and motivation interest and enthusiasm (Blanchard, 1991). Thus, the amount of direction provided will depend on the development level of the employee and the task at hand.

MOTIVATION:

According to Watkiss (2004), motivation is the way to drive person into doing something. Much of the driven are the thought of a potential reward, or a consequence of not doing something. Motivation is the forces the people do something; this is a result of the individual needs being satisfied (or met) so that individual has the inspiration to complete the task. Motivation refers to the initiation, direction, intensity and persistence of human behaviour. Based on the definition of Watkiss (2004), it can be concluded that the motivation is the idea and initiative to encourage and drive the individual to do something or to performance better jobs.

Ormrod (2003) stated that the main reason of existence for organizations is not merely to survive, but also to gain profit and the companies enable to competitive weather in locally or globally. In order to achieve these missions, companies have to satisfy the employees who are considered as a cornerstone in many companies. Thus, the employees would have a high morale, self-esteem and also feel comfortable toward the place where they work in. However, it is hard to argue that a motivated workplace means that the organizations would get high performance, or maybe would increase revenue. However, managers is necessary to take actions in order to satisfy employees and thereby, it is suppose to increase the employee's motivation. After increasing motivations, the employees will work harder and feel that they are responsible to achieve all targets and goals that ordered by supervisors. In other words mean that, employees would be fell that the organization as belong to them.

For an instance, motivation in the education process can have many effects on how students learn and their behaviour to the course matter (Ormrod, 2003). It can:

- Direct behaviour toward particular goals
- Lead to increased effort and energy

- Increase initiation of, and persistence in, activities
- Enhance cognitive processing
- Determine what consequences are reinforcing
- Lead to improved performance.

Students need supported through their class by the teacher, who create the circumstances conditions that make students ready to the above mentioned points.

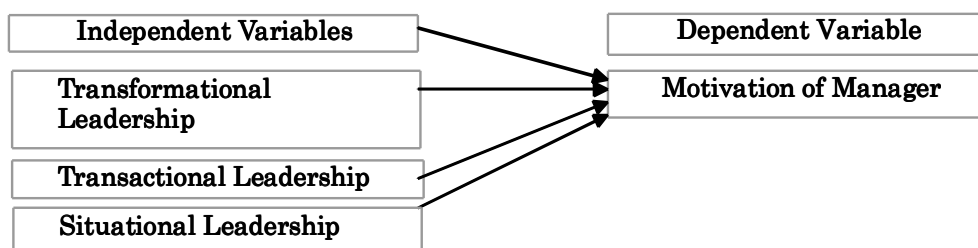
THEORETICAL FRAMEWORK:

Agboli, and Chikwendu (2006) stated that transactional leaders care about the subordinates following orders and getting the job done. As such, these school leaders use rewards and punishments to set expectations for their organization. Hersey and Blanchard (1996) defined the situational leadership as the interaction among the dimensions of task behavior and relationship behavior, as well as follower readiness/maturity for performing a certain task. Transformational leaders, however, see people as being motivated through a shared vision and commitment to organizational goals, because of their commitment to relationship building; they focus on cultivating trust, respect, and empowerment within the organization (Agboli, and Chikwendu, 2006).

Jing and Avery (2008) defined corporate performance management is the area of business intelligence involved with monitoring and managing an organization's performance. Organizational goals vary depending on the purpose for which they are established. Business organizations have profit, growth and survival as the main goals. The popular ratios that measure organizational performance can be summarized as first organization goals, second organization sales goals, and third motivation in organization.

The review of the literature on the status of leadership styles and motivation of managers has been analyzed in order to see the relationship between the leadership styles and motivation of manager. The analyses are carried out by applying several factors which provide a sufficient understanding of the context within which the issue studied and analyzed. The discussion provides an important framework for this study in term of the variables that are going to be used. Figure 1 illustrates the conceptual framework of this study.

FIGURE 1: STUDY FRAMEWORK



CONCLUSION:

The field of performance excellence has emphasized the need to go beyond reporting financial metrics to include non-financial predictors of financial performance such as customer satisfaction, organizational outputs such as quality and delivery, process or internal operating measures, and employee commitment and growth. There are a number of different styles of leadership and management that are based on different theories. The individuals style will be use based on a combination of their beliefs, values and preferences, as well as the organizational culture and norms which will encourage some styles and discourage others. However, transactional, transformational, and situational leadership styles play an important role in effecting the managers and hens the organizations.

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