



Everyone's Smart University

Project (Spring 2021)

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The effect of leadership styles on employees

Motivation

1. Introduction:

Nowadays, leadership is a trend in organizations, every manager seeks to be a leader in his/her area to try to affect positively on their employees and the organization. However, not every manager can be a leader, and every leader is different even if they share the same leadership styles, as mixing more than one kind of style will make the leader unique and different. Leadership is the influence behavior on others, to guide, motivate and to get the best out of them. Being a leader is not easy, either in a good or bad way. It needs power, skills, and capability to be able to inspire, make a mark on others.

Every human being need motivation for any aspect of life, to lose weight, to get a degree, to be better in work and for sure any project team need to be motivated by their leader, and a good leader knows how to motivate his/her team by understanding the team members, their culture, behaviors, and emotions. Also, finding what motivate them, their aspirations, interests, and goals.

1.1 Leadership in PepsiCo:

In PepsiCo, I faced a variety of leaders with different styles. Some are presenting a good example of leaders, and some are the opposite. Being a manager in PepsiCo, especially in the plant needs a lot of patience and maturity because of the differences in nationality, age, cultures and the differences in social classes and education. Plus, the huge number of employees in each departments. In this research I will be writing about my manager and my colleges leadership styles with their teams.

My Manager T.G is the plant manager, I see him as affiliative, democratic, authoritarian, and transformational leadership styles. However, he is using these styles in different

occasions, and that What makes it a good combination, because every situation in work need a different feedback from upper managers.

Our HR manager A.D, uses laissez faire leadership style with his small capable team.

Our Warehouse manager H.K, is democratic, affiliative, and transformational with his team. He has the personal relationship with them but at the same time he still has the power to control and command them, and that what made the warehouse team bonding, understanding and effective.

Our Maintenance Manager S.S, is democratic with his team, he is coaching and transformational. He is always caring about his team and putting them first. They are working together and presenting what a good team is. He rewards them when they deserve. His style of leading is inspiring and shows how caring he is as a leader.

2. Literature review:

According to Mario Buble, Ana Juras, and Ivan Matić. The relationship between managers' leadership styles and motivation research. Experience has shown that leadership and motivation are in a mutual interaction – the most motivated followers have the most motivated leadership and vice versa. Therefore, the understanding of motivation is a powerful management's mean in achieving company's goals. Numerous researches of relationship between leadership style and motivation have shown that leadership style influences motivation. Mehta et al., for example, in their researches on leadership style, motivation, and performances, showed that different leadership styles influence motivation. They claimed that participative, supportive, and directive leadership styles made the employees more motivated which in return resulted in higher level of performance. [1]

2.1 The effectiveness of leadership styles:

2.1.1. Affiliative leadership style:

Affiliative leadership style is one of the most motivational style, it promotes positivity, easy going work environment and team building. It connects the leader emotionally with his team. It is a good style to use when the team need a moral boost or repair. It

emphasizes the harmony, connection, and conflict resolution. It connects the team together, create an effective team, build trust between each other, and provide gaudiness during crises. Using affiliative style makes the workplace stress free or at least reduce it and within that the resolving conflicts will be more efficient, *“Career Builder found in 2014 that 65% of employees felt under-valued in their role at work. In that same survey, they discovered that 54% of people stayed in their job because they liked their co-workers.”*[2] However, using affiliative style more often will cause some issues, like being too close to employees which may lead to personal matters and will be hard to advise them, or letting the team work underperform.

2.1.2. Democratic leadership style:

The most important part of the democratic leadership style is the decision making. In this leadership style, the group or the team can participate and be involved more in making decisions. The leader still has the final decision, but delegating his/her authority to other knowledgeable associate, skilled project team is a huge step on motivating team members.

Democratic leadership style provides high-quality work, it gives the team members the confidence to say and take any decision and this led to a positive and well collaborative workplace. On the other hand, using this style will be time consuming since the leader will be listening to each member with different level of knowledge and that might be difficult for undecided team.

2.1.3. Authoritarian/Autocratic leadership style:

The leader is the boss in this style. He is the one who is authorized and responsible for all matters, including making decisions. By this style results will be achieved in a faster way which is helpful with saving time and emergency situations. With this, everyone is focused on the target of the project and maintaining orders. However, this kind of leading might cause poor morale between teams, high stress because of the high expectations and the teams will be less creative since the leader wouldn't get their suggestions into consideration. So, I believe this type of leadership is

against motivation, the leader is controlling all ideas and suggestions which led to non-creative teams.

2.1.4. Transformational leadership style:

This type of leadership is one of the best in my opinion, its inspiring for the team to work together toward the target of the project. All goals, communications and steps are defined and clear which leads to a motivation, inspiring team who can be trusted and will make a positive change in others and an improvement on the project and the organization in the future. With this positive energy and encouraged team, the outcome will be magnificent which will be rewarded and recognized for their good work. All this motivation will improve and enhance innovation in the field. But they need to be realistic and control their optimistic vibes around the project.

2.1.5. Laissez faire leadership style:

The delegate leadership, as it was named. The employees have the authority and freedom to work as they want and making decisions by themselves. Yes, the team is trusted but it's not an effective style of management. Yes, the team might be creative but not motivated by their leader. Teams need to be controlled not supported by leaders to avoid any poor decisions.

2.1.6. Coaching leadership style:

In my opinion, coaching is teaching in the work environment, I do enjoy being coached by others because it makes me improve my skills and performance. He/she will be my mentor because I have the desire to improve. Coaching is motivating. a positive workplace, one group whose is working and learning together is a pro for any project team. Yes, results might take more time but it worth it.

Leaders who adopt a coaching style increase self-responsibility and self-belief in their people by giving choice wherever possible and providing a good balance of support and challenge. [3]

2.2. Motivation:

According to Russell Cropanzano, Keith James, and Maryalice Citra. Motivation is a multifaceted construct and has been defined in different ways by different people. However, as Mitchell (1987) indicates, most definitions of motivation include at least three things: energy, direction, and persistence. Mitchell notes that persistence has received less research than the other two and can be subsumed under direction. Hence, we shall not examine it further. [4]

Motivation comes when an employed person interacts with a circumstance and determines interest and energy that will translate into action. Intensity is whereby an employed person puts efforts and tries to get the goals of the company. [5]

3. Leadership and Motivation:

Leadership is the most significant trait any manager can have. The importance of being a leader is not only for the manager, it's more important for the team to be motivative, active, exciting, and passionate about their job. Having a motivating team all the time cannot be found, but a good leader who's using and combining the good style of leadership can motivate his team to work harder and better to achieve their goals and the organizations objectives.

4. Herzberg's Two Factor Theory:

This theory was developed by psychologist Frederick Herzberg in the 1950s. He found that two factors that motivates the employees.

The Herzberg's Two Factor theory of Motivation is also known as the (dual-factor theory) or (hygiene theory)

4.1. Motivation Factors:

The motivation factors will be led to satisfaction as an outcome, for example, responsibility, recognition, and achievements.

4.2. Hygiene Factors:

The hygiene factors will be led to dissatisfaction as an outcome, for example, salary, working condition, and interpersonal relationships. [6]

Table 1: Comparison between two factors of Herzberg's theory

	Motivation Factors	Hygiene Factors
Absent	The outcome is no satisfaction	The outcome is dissatisfaction
Present	The outcome is satisfaction	The outcome is no dissatisfaction
Herzberg's described	Intrinsic to the job	Extrinsic to the job

5. Methodology:

In this research, a qualitative approach was the method adopted. With primary and secondary data gathering. Knowing the effectiveness of leadership on employee's motivation needed a huge number of experimental studied to understand and analyze what motivated them and encouraged any team. in this methodology, it produced contextual real-world knowledge about the behaviors, social structures, and shared beliefs of a specific group of people.

6. Results and discussion:

As a result, working in a positive environment, great interpersonal relationships and with a leaders who respect their teams point of views, who can see and understand their needs and what is lacking to get and reach their job satisfaction is the key to have a motivation team who will eventually be future leaders to the organization and bring success to PepsiCo in my example.

For the plant manager, his team motivated, positive, and excited but stressed at some points.

For HR Manager, his team is confidence, capable of handling all tasks and motivated to get upper levels positions because of their knowledge.

For Warehouse manager, his team is always fun, motivated, and doing their best to get their job done on time.

For Maintenance manager, his team always motivated because of the usual rewards their getting, they work as one team and always on top regarding their tasks.

7. Conclusion:

In conclusion, each team is different, and each leader is different. To influence your team and have a good impact, you need to know your audience. Getting close and understanding the culture, the background and the interests of your team is the most important aspect to know how to deal with them and how to choose the leadership styles that could motivate and affect positively on them to achieve the project goals on time.

8. References:

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