

The Effect of Leadership Style and Motivation on Employee Performance

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ABSTRACT: The leadership style in today's development is certainly very necessary, because the leadership style must be able to adapt it, in this article it consists of leadership style variables, motivation and employee performance, using a literature review methodology of about 75 articles, in this case it is found that leadership style has a significant relationship with employee performance, a leader influences employees in carrying out their leadership responsibilities. Communication skills are one of the most important leadership style competencies. Lack of motivation has a negative effect on employee performance. Employee motivation is a problem that many organizations face. Leadership style in communicating with employees affects employee performance. Therefore, researchers should explore the relationship of leadership styles that can be used to increase motivation on employee performance, leadership style and motivation require a better understanding of the strategies needed to improve the performance of their employees.

Keywords: leadership style, motivation, performance

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PRELIMINARY

In this modern era, we understand "communication" as one of the most dominant and important activities in an organization (Harris & Nelson, 2008). Basically, relationships arise from communication, and the functioning and survival of an organization depends on effective relationships between individuals and groups. In addition, organizational skills are developed and implemented through "strong social and communicative processes" (Jones et al., 2004). Communication helps individuals and groups coordinate their activities to achieve their goals and is important in the processes of socialization, decision making, problem solving and change management.

Internal communications also provide employees with important information about the workplace, the organization, the environment, and each other. Communication helps motivate, build trust, create a shared identity, and encourage engagement. It gives individuals the opportunity to express their emotions, share hopes and ambitions, celebrate and remember their accomplishments. Communication is the basis for individuals and groups to understand an organization, what it is, and what it means. D'Aprix (1996) created a hierarchy of employee communication needs that reflects the above points. Lukazewski said: "The biggest permanent weakness in management practice is the human side. There seems to be little real understanding of the relationship between managers, employees, and how they interact, for better and for worse. Everyone recognizes that when there is a problem, it is often a communication problem. What do I have to do? (Jim Lukazewski, 2006)

If we consider the role of motivational practices followed in organizations, we can easily find solutions to the above-mentioned 'communication problems'. Motivating is the work managers do to inspire, and encourage people to take action (Louis Allen 1986). In order to motivate the Employee, the Employee must be reached and in order to reach out there must be a complete understanding of the complexities of his or her *make-up* (Louis Allen 1986). Motivational efforts should be directed at improving the organization's operations. To be effective, however, it must also be designed to show benefits to Employees. In fact,

motivation is best achieved when workers are able to combine their personal ambitions with organizational ambitions

Communication is critical to the success of a business leader, and ineffective leader communication causes problems in many organizations. Missioura (2014) notes that communication is one of the most important leadership skills, and enables the achievement of personal and organizational goals. In fact, internal communication is very important for employee motivation for better performance and increased customer satisfaction (Chitrao, 2014). Thus, the ability of a leader to exchange messages, information, opinions, or thoughts with employees contributes to the success of the organization. Some leaders lack effective communication skills, and leader communication is an important factor for employee performance (Gobble, 2012). Employee motivation is a problem that many organizations face (Salman, Aamir, Asif, & Khan, 2015). The way a leader communicates with employees affects organizational performance (Ramona, Emanoil, & Lucia, 2012).

METODOLOGY

We explored many articles based on empirical research related to leadership style, motivation and employee performance through various leading journal indexing sites such as Scopus, Science Direct, Proquest and Google Scholar, we used the main keywords of leadership style, motivation and employee performance, in the first round of literature search. we found 75 articles and categorized them based on leadership style, motivation and employee performance, then we retraced the literature in more depth related to each of the variables according to the authors presented, which were considered relevant to the focus of our research, and classified according to leadership style, motivation. and employee performance that we review in this study is an empirically based study.

DISCUSSION

1. Leadership Style

The existence of the development of the communication age is an indicator of the leadership style applied by a leader, and affects organizational performance (Buble et al., 2014). Carter (2013) found that several sales employees revealed that their managers used an inappropriate leadership style and ineffective communication were among the problems of ineffective leadership. Ineffective communication is a problem in many organizations (Bourne, 2015). To practice effective communication, leaders need to use good communication channels in their strategy.

Researchers have revealed how important communication is to leading effectively. Communication is the sharing and transmission of information between individuals to influence one another (Tomescu-Dumitrescu, 2016). Good communication is necessary for organizational success (Miletic & Urovic, 2015). Organizational success has a positive relationship with good communication between leaders and employees (Ahlin, Strandberg, Norberg, Ternstedt, & Ericson-Lidman, 2017). Communication has a significant effect on employees (Chaddha, 2016).

Communication channels and strategies. Some of the communication channels available in the workplace that Snyder and Eng Lee-Partridge (2013) suggest are as follows: face-to-face, email, blogs, wikis, instant messaging, virtual shared workspaces, telephone, video/web conferencing, intranets, forums discussion, and voice over IP. Leaders also communicate with employees using memos (Bass & Avolio, 1994). Other forms of communication include social media, tangible written communication, and meetings (Kuofie, Stephens-Craig, & Dool, 2015; Nelson et al., 2014). Reliable forms of general information and sensitive information sharing are email, telephone, and face-to-face (Snyder & Eng Lee-Partridge, 2013). Montinari, Nicolò, and Oexl (2016) found that text message communication from employers to workers was effective. Face-to-face communication is beneficial (Maranga & Sampayo,

2015), and has the greatest impact on most employees (Mishra, 2015). However, no one form of communication is better, and a combination of different forms works best (Nelson et al., 2014).

Effective communication between leaders and employees requires communication with clarity on a regular and consistent basis. Chitrao (2014) reveals that Employees of some organizations in Indian retail industry do not want a communication arrangement where they cannot ask their leaders questions or receive clarifications. Furthermore, employees want regular communication with all levels of leaders (Chitrao, 2014). Day, Holladay, Johnson, and Barron (2014) argue that employee communication about their needs to their leaders is necessary for their leader's response to those needs. Successful managers in developed countries are involved in many communication activities (Ramona et al., 2012). Effective communication requires consistency (Dwumah, Akuoko, & Ofori-Dua, 2015; Mishra, 2015).

Thomas and Stephens (2014) identified a concept known as strategic communication, which is the calculated use of communication by organizational leaders to fulfill its mission. Falkheimer (2014) describes strategic communication as an emerging field in terms of its research and practice. McEwan (2015) notes the importance of strategic communication, in the context of communication systems, as one of the systems necessary for successful organizational development. Misunderstanding, lack of information, lower performance, complaints, and more employee rotation can occur due to ineffective communication, whereas there is a relationship between good communication and decreased complaints, decreased turnover, increased job satisfaction, safety, productivity, and profits (Chitrao, 2014). Falkheimer noted the need for managers to be strategic communicators and communicative leaders who effectively communicate goals, values, and vision.

The communication process is important for leader-Employee identification (Ramona et al., 2012). Ciobanica and Grecu (2014) emphasize

that a communication audit is an important aspect of the organizational communication process. A communication audit involves examining organizational communication between the source of communication and its audience (Ciobanica & Grecu, 2014). The communication process influences the outcome of its audience, and effective communication requires the use of strategies including politeness (Manik & Hutagaol, 2015). The transformational leadership approach involves caring and expressions of respect, which positively influence employee independence and actions (Bell et al., 2015).

Leader-Employee communication and relations. The leader-Employee relationship is important for a leader and the success of the organization. The leader-Employee relationship is formed through a communication process. Tripathi and Agarwal (2017) found a significant positive correlation between employee organizational commitment and communication satisfaction. There is a positive relationship between transformational leadership style and employee organizational commitment (Almutairi, 2016). Transformational leaders practice effective communication. Communication is an important element of transformational leadership, and transformational leaders engage employees in a positive way (Bell et al., 2015). Transformational leaders tend to have stronger relationships with employees (Mason, Griffin, & Parker, 2014). Transformational leadership encourages leader-employee relationships for the achievement of organizational goals.

A leader can achieve a relationship with employees through more than one leadership style. Boykin et al. (2013) identified a relationship-oriented leadership style as a style that a leader can use to improve employee welfare; in doing so, the leader encourages the employee, appears approachable and relatable, usually acts as a mentor, and motivates the employee. Servant leadership style encourages leader-Employee relationships and even greater co-worker relationships among employees, and this practice helps achieve organizational goals (Carter & Baghurst, 2014). In an analysis of mixed

methods data that included employees and managers from various industries and states, Boykins et al. concluded that the demonstration of good judgment by a leader is critical to determining when and what leadership style to apply appropriately. The leadership style applied by a leader not only affects his relationship with employees, but also affects and affects employee motivation.

2. Motivation and Leadership Style

The leadership style practiced by a leader affects the level of motivation of his employees (Kour & Andotra, 2016; Rodriguez, 2012). There is a positive correlation between transformational leadership style and employee motivation (Sahin, Gürbüz, & Sesen, 2017). Rodriguez (2012) concluded that leaders who practice transformational leadership are more effective in motivating employees than leaders who practice transactional leadership. On the other hand, Chaudhry et al. (2012) found that the transactional leadership style was more effective, although the results showed a positive and significant relationship between transactional and transformational leadership and motivation. Ivashchenko, Yarmak, Galan, Nakonechnyi, and Zoriy (2017) conclude that effective leadership consists of a leader's understanding of motivation. The relationship between leadership and employee motivation results from the practice of leadership.

Leaders can influence employee motivation (Ebrahimi, Mousa, Roohbakhsh, & Shaygan, 2017). However, Gangwar et al. (2013) found that the leadership style practiced by a leader, by itself, did not affect employee motivation; rather, it does so in terms of orientation factors (ie, self-orientation and Employee/task orientation factors). Private sector employees are more motivated by leaders who use an autocratic leadership style with a higher task orientation factor, while public sector employees are more motivated by leaders who use a paternalistic leadership style accompanied by a person orientation factor (Gangwar et al., 2013). Paternalistic leadership style is a leadership practice that involves a leader presenting himself to employees as a parent figure (Karassvidou & Glaveli, 2015). Regardless of the leadership

style or factors employed by a leader, the resulting employee motivation operates under various motivational theories.

Leadership communication can affect employee motivation, and employee motivation can affect employee performance. Transformational leaders influence employees positively with effective vision communication (DuBois, Hanlon, Koch, Nyatuga, & Kerr, 2015; Hamstra, Van Yperen, Wisse, & Sassenberg, 2014). Benson (2015) found that the use of effective vision communication by transformational leaders transforms employees for successful outcomes. Transformational leaders treat employees as individuals and use effective communication, including vision, to inspire and motivate employees. Transformational leaders exhibit characteristics that are categorized into the following components: idealized influence, inspirational motivation, intellectual stimulus, and individualized consideration (Ghazali et al., 2015). Effective communication leadership practices, including open communication, vision communication, and paying attention to employee feedback, contribute to employees acting in desired ways for successful outcomes (Stanciu & Tinca, 2013). Transformational leaders use this effective communication approach to influence employee motivation and performance.

3. Employee motivation and performance

Motivation affects employee performance (Caillier, 2014). Janus and Browning (2014) noted the practice of leaders using monetary incentives to influence motivation. The consequences of the motivational process can be positive (incentive motivation) or negative (fear motivation; Kumar & Misra, 2012). A person's motivation depends on the strength of his motives for achieving goals (Kumar & Misra, 2012). Motivation affects employee performance, and one of the factors that influence employee motivation is reward (Obeidat, Mitchell, & Bray, 2016).

Salaries motivate employees (Mazzei, 2014). In addition, performance-related pay, which is a reward system that some organizations consider a motivational tool to influence employee performance, is also motivating

(Sarwar, Aftab, Arif, & Naeem, 2014). Although Ankomah, Kumah, and Karikari (2016) found that employee morale was low despite financial incentives and found that non-financial incentives (eg, work environment) played an important role in motivating employees. Mazzei (2014) emphasizes that communication is very important for employee motivation. Communication is 50% of motivation in addition to other factors that motivate employees, such as salary (Mazzei, 2014). Kumari (2014) found that employees have achievement motives. Another factor that usually affects employee performance is the work environment (Barikani et al., 2013). However, the assumption is that employee performance level depends on their ability and motivation, and all things being equal regarding ability, Employee performance level directly reflects Employee motivation level. Some managerial skills include knowing why to motivate employees and how to do it (Barikani et al., 2013); this is important to increase employee motivation and performance.

CONCLUSIONS AND RECOMMENDATIONS

Leadership style has an important role in the motivation of employee performance, because real changes are taking place in modern organizations that face the new reality of tighter staff, increased workloads, longer working hours, and a greater emphasis on performance, decision making, risk, and flexibility. Employee communication has an important role in management's efforts to redirect employees who are confused by change, or inform and motivate those who are better prepared to adapt. Within this general need to communicate there are specific requirements for effective communication as a result of managing the employee relations of the organization. Communication is an important leadership skill. However, communication skills are not the only essential skills for effective leadership. These, along with communication skills, are some of the skills that leaders use for organizational success.

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