

The Relationship Between Employee Motivation and Leadership

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Abstract: A study was conducted to investigate the relationship between employee motivation and leadership. For this purpose, empirical studies on various sectors and firms are taken as references. According to the results of the evaluation, it is found that there is a significant relationship between the leadership behaviour of the managers and the motivating factors of the employees.

Keywords: motivation, leadership , leadership styles

Literature

Motivation

Motivation can be defined as a driving force that allows people to continue their driving force or activities that move them in the process of realising their activities.

Motivation Tools and Priority

Motivation is the most important tool to bring success to employees. Just as people who are not employed in the right jobs will fail, employees who fail to provide adequate motivation will also fail. The cornerstones of success in business life are the provision of appropriate human resources, the orientation of each employee according to his / her abilities, and the continuous motivation with appropriate motivation tools afterwards.

While the motivation of employees is a complex issue, it is not difficult for a manager who knows the employee very well. Different motivational programs must be implemented for each employee. Because the needs, satisfaction levels, psychological conditions, social and cultural backgrounds of the people are different (Sekhar, 2015, p.5).

In one study, the motivational tools that developed in line with the process of employees' careers are detailed in Figure 1. According to this, employees who are considered to be the beginning of a career between the ages of 20 and 40 are motivated by means such as financial incentives, education, job safety, recognition, job transfer, working conditions and job satisfaction, employees aged 55 are motivated by tools such as promotion, appreciation, job satisfaction, and by success, recognition, social opportunities and opportunities.

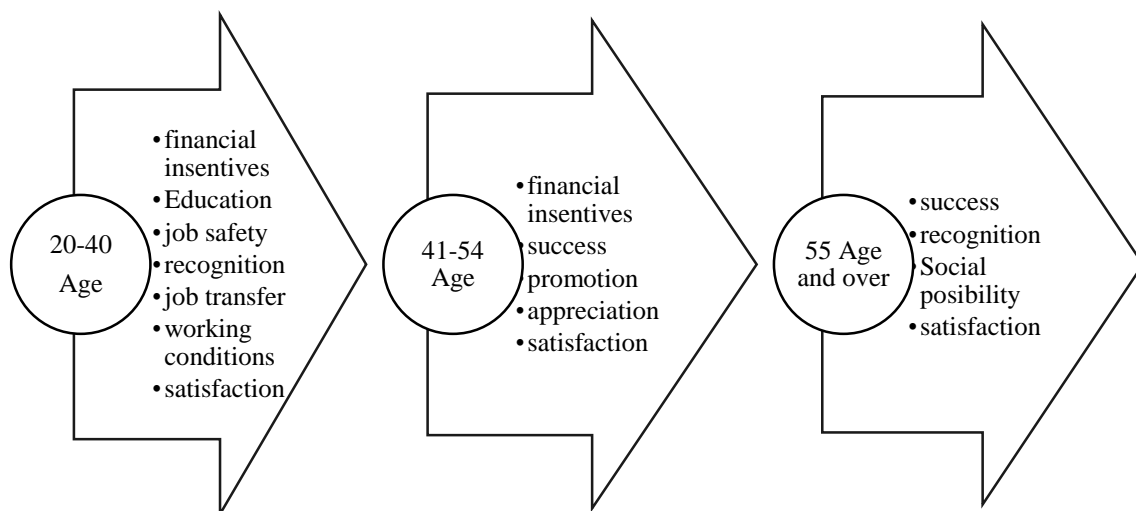


Figure 1. Motivation Tools by Age

Source: Sekhar C., Patwardhan M., Singh R. K., A Literature Review on Motivation ,2013, <http://link.springer.com/article/10.1007%2Fs40196-013-0028-1>

Among the employees, the most accepted and motivating tools were examined under 3 main headings. These are economic, organisational and managerial and psycho-social motivational tools, respectively.

Economic Motivation Tools

The actual working cause of employees is based on economic reasons. For this reason, examples of economic motivation tools used to increase employees' motivation include salary increase, incentive premiums, right to participate in company profits, premium earning. According to the researches made, it has been found that economic tools such as rent aids, fuel and clothing aids, salary increases and successful employees earning a premium increase some of the motivations of the staff (Bayrakci, 2010, p.17).

Another profit motive tool, profit participation, is a payment made by the employees and managers to the employees of the end-user. The basic goal is not only to increase individual motivation but also to encourage teamwork and co-ordination.

Organizational and Managerial Motivation Tools

Another tool that motivates employees is organizational and managerial tools. Tools such as goal setting, empowerment and delegation, participation, promotion opportunities, training opportunities, flexible working hours, working at home, communication, business expansion, job enrichment, improvement of physical conditions can be counted in organizational and managerial motivational tools (Unlu, Eroğlu, Gokdag, 2013, p.125).

For example, setting goals for employees in production and sales departments is an important motivational tool. The achievement of the stated goal will be rewarded economically for the end worker and as a result both the performance of the employee will increase and the business will reach a more profitable structure.

Psycho-social Motivation Tools

Psycho-social motivation tools can be listed as independent employment opportunities, compliance with the environment, competition, transfer of competence, promotion and career development opportunities, value and status, psychological assurance, special life respect, social participation (Unlu, Eroğlu, Gokdag, 2013, p.125).

Personnel working under pressure by their superiors will be in constant complaints of escape

from work, loss of work and cooling down from work, and their productivity and performance will decrease accordingly.

Another important motivational tool for employees is value and status change. It will dedicate itself to work to the extent of its employee status and position itself in an important place in terms of the future of the business.

Providing social facilities at work and outside is another tool motivating employees. Activities such as picnic events, sightseeing, sports activities, fun on special occasions can be given as examples of social motivation tools.

Leadership

Leadership is defined as the strong influence on the behavior of employees against their work (Saleem, 2015, p.563)

Other definitions of leadership can be summarized as follows:

"Under certain circumstances, it is the process of influencing the activities of others in order to achieve certain goals. It is the ability to direct the process of realizing goals and to motivate others during this process "(Koçak, Özüdoğru, 2012, p. 79). "It is the influence of other people's behavior without any difficulty or violence. Leadership is to devote itself to work "(Tunçer,, 2011, p.60).

Types of leadership

Traditional leadership models can be grouped under four headings. These are listed as authoritarian leader, democratic or participatory leader, liberal leader and charismatic leader

Democratic Leader: It is the leader who establishes a good communication network with the organization, which aims at equality and participation, contributes to the processes such as determining the purpose and vision of the organization, decision making and so on (Choi, 2007, p.243). Organizations that have seen this leadership style, which is also referred to as other name participant leadership, have a management that democracy and people are at the center.

Authoritarian leader: All responsibility and authority is the manager, subordinates only do what is said to them. The executive authority has been gathered entirely in the leadership (Serinkan, 2012, p.27).

The free leader: in this kind of leadership, which is also seen as a leader that recognises liberty, it leaves the leading occupations to their own. They have transferred their entitlement to use it entirely to their subordinates. They do not interfere in the decisions taken by the organisation. Occupants have full freedom (Serinkan, 2012, p 28).

Charismatic leader: Charisma is regarded as extraordinary and unusual strength and characteristics inherent in nature. They believe that a charismatic leader has some extraordinary powers that separate him from ordinary people (Gül and Aykanat, 2012, p.19)

Conducted research on motivation

When we look at the literature, a study about motivation was made by Gündüz Aksu. The content of this study is the effect of the team leaders on the motivation of the employees and the call center examination was conducted (Aksu, 2015, p.5).

According to the results of the survey, the majority of the employees stated that team leaders were involved in positive statements about feelings and thoughts, 38.9% of the employees think that team leaders are open to change and innovation, 35.4% think that team leaders are open and enthusiastic about communication. Again, 44.2% of the employees believe that the team leader supports their employees in making constructive suggestions. (Aksu, 2015, p.5)

Other important statistics in the study are as follows:(Aksu,2015, s.5)

- 15% of the respondents think that the team leader is rewarding their employees, 33.6% say they follow their instructions because of the team leader's knowledge and experience, 47.8% comply with the instructions for the position of the team leader, and 40.7% Believes that success has increased its desires.
- Team leader has influence on motivation with managerial behavior.
- The team leader's social and emotional behavior and managerial behavior account for 56% of the total variance in motivation.

Another study on the subject was made by Bayrakçı. In the work done by the flagger, what was the motivating factor of the employees as a research element was examined. It has been researched whether there is a meaningful relationship between manager's leadership behavior and employee motivation. The application was applied to 72 persons, 47 of which are women. Of the respondents, 6 are primary schools, 2 are secondary schools, 42 are high schools and 22 are university graduates. Of the participants, 4 are executives and 68 are asthmatics.

When we examine the relationship between demographic variables and motivation factors, there is no significant difference between the motivational expectations of employees and gender education, duration of duty and age (Bayrakci, 2010 p.28). Therefore, female and male employees, It can be said that motivation expectations are similar to each other, regardless of the education they receive.

Another study was conducted in 2012 with an application in public and private hospitals. This work was done by Rahime Dilek Koçak and Haşim Özüdoğru. Of the public and private hospitals within the borders of Ankara, 40 are public and 26 are private hospital employees. (Koçak, Özüdoğru,, p.85)

According to the statistical results of the study done, it was found that there is a significant relation between the motivation of the leader and the motivation of the leader. This means that the motivations of the employees who lead the leadership characteristics and behaviors displayed by the manager are also increasing. Other conclusions reached in this study can be listed as follows: (Koçak, Özüdoğru, p.85)

- It was seen that the leadership qualities of the managers affected employees' motivation behavior by 68%.
- It has been observed that the leadership qualities of the managers have a direct effect on the motivation and performance of the employees, without the difference of public or private hospitals.
- Another study involving our work is named by Mine Türker, "Leadership Style and Motivation Levels Relevant to Employees Perceived", covering an

application on maritime employees. This study was carried out on 470 people working in the maritime industry in Turkey. (Türker, 2014, p.800)

The results of the study are as follows: (Türker,2014,s.800)

- The liberal leadership style is negatively associated with other leadership styles.
- There is no significant relationship between the emancipatory leadership style perceived by the employees and the working motivation.
- There is a negative correlation between other leadership styles that employees perceive and employee motivation.
- Supportive leadership style is the lowest level among other leadership competencies that relate to employee motivation levels.
- When the leadership styles are examined, the surveyed employees have identified their leaders as more authoritarian leaders.

Another outcome of the survey is a result that the liberal leadership style is not motivated by employees. It is expected that a serious order-command chain should be established between the subordinates and supervisors, because the ship workers spend a large part of their time with

both managers and business associates, and it is expected that the authority will have a strict structure for the application of the established rules. For this reason, the research also shows that managers who adopt a liberal leadership style are perceived negatively by ship workers (Türker, 2014, p.800).

R. Gopal and Rima Ghose belong to Chowdhury. This study was conducted on a leading oil company in India and investigated whether leadership characteristics are related to employee motivation: (Gopal, Chowdhury, 2014, p.7)

- There are 50 employees involved in the survey.
- A significant relationship was observed between the transformational leadership style and employee motivation.
- Again, there was a positive relationship between interactional leadership style and employee motivation.
- Managers who adopt the transformational leadership style are more motivated by the manager who adopts employees' interactive leadership style.
- If the results of this research will be presented as a table;

Table 1: Studies on Motivation and Leadership

Author	Topic	Year	Result
Bayrakçı, E.	The Impact of Leader Behaviors on Employee Motivation	2015	There was no significant difference in the perception of manager's leadership behaviours due to gender, education, term of office and age
		72 person	
Türker M.	Employee Perceptions of Leadership Style and Motivation Levels Relationship	2014	Managers who adopt liberal leadership style are perceived negatively by ship workers. In connection with this, it is the most perceived leadership style by authoritarian leadership style employees.
		470 person	
Gopal R., Chowdhury R. G.	Leadership Styles and Employee Motivation:	2014	A significant relationship was observed between the transformational leadership style and employee motivation.
		50 person	Again, there was a positive relationship between interactional leadership style and employee motivation. Managers who adopt the transformational leadership style are more motivated by the manager who adopts employees' interactive leadership style.
Aksu G.,	The Impact of Team Leaders on Employees' Motivation:	2012	Team leader's influence on managerial behavior and motivation.
		113 person	
Koçak R. D., Özüdoğru H.,	Motivation and Performance of Employees' Leadership Features on Employees: An Application in Public and Private Hospitals	2012	There is a strong correlation between leadership and employee motivation. The motivations of the employees who lead the leadership characteristics and behaviors displayed by the manager are also increasing.

Conclusion

The increasingly competitive environment has been a driving force for enterprises to make their products and services better and more qualified. Human resources are an important element for businesses that are both in a strong position in their own sectors and aimed at opening up to international markets and they need to assess every situation to increase the productivity and motivation of their staff in order to consolidate their current position and ensure business continuity.

Acceptance and acceptance of decisions taken within an enterprise is directly proportional to trust in the lid. Employees and other team members will not want to accept the leader's authority if confidence in the team is shaken or diminished, which will cause the balances to be shaken.

Providing employee motivation is one of the primary tasks of the managers who have the leadership qualities and this process starts with the increase of need, desire and expectation. This need and desire of the individual totally arises in direct proportion to the goals and objectives of a business. This continues with the transformation of needs and desires into behavior. It will be

motivated that these factors, which are in the background of the employee's behavior, are appropriately stimulated and people are channeled to specific targets. The leader, who knows his employees well and analyzes them very well in the future, implements a motivation program specific to each employee. These programs and the economic, organizational and psychological tools motivating employees are all related to the outcome of our work.

Although all these studies do not provide a definite interpretation due to the limited sector, firm and employee review, a large majority of the studies have observed a positive effect. Managers' leadership qualities are demonstrated in the literature survey that shows that they are directly influencing the motivations of their employees. As a result, leaders seem to have an impact on the motivation of employees.

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