

Identifying Productive Leadership Model to Increase Employees' Job Motivation

**NOBAKHT Mohammad Bagher¹⁶, EBRAHIMI Mohamad¹⁷,
BABAEE Mohammad Hooshmand¹⁸, DAVAR Saeed¹⁹**

Abstract

Today it is believed that organizations can compete and adopt themselves with situations when they have employees with ability, obligation, skill and motivation. This is not limited to organizations but power of nations' competition will be reached in their human resource. Improving employees' motivation is one of the most effective techniques to increase employees' productivity and to use their capacity and individual abilities along with organizational goals.

Among these it is inevitable to count on managers and leaders' effective role in changing and fundamental changes in organization. Effective Leadership style is an inseparable part of creating a training environment for skillful employees. In this article it was assessed kinds of leadership styles for increasing organizational motivation in management and strategical planning which is an organization depended on government. Finally, 11 leadership models were measured according to elites' vote and by using of fuzzy analysis of TOPSIS and democratic leadership model was determined as productive leadership model.

Keywords: leadership model, motivation scales, increasing employees' motivation, TOPSIS fuzzy analysis, improving organization productivity

JEL: M12

UDK: 005.32:331.101.3

005.961:005.336.1

COBISS.SR-ID 253496844

Introduction

The effective role of managers and leaders in changing and fundamental evolutions in organization is inevitable. The new theories of leadership open new horizons in executing organizations and their moves in progression and development path every day and give essential knowledge managers and leaders for confronting environmental changes and evolutions (Chapman, 2017). Today, individual works are decreasing and team works' importance is increasing. This shapes new management approach which its importance is evolving day to day. Management and organization theorists believe that it must be provided essential conditions and foundations in order that employees feel power and efficiency.

¹⁶ Strategic research center, Iran, nobakht@csr.ir

¹⁷ Shiraz University, Iran

¹⁸ University, Science and Research Branch, Iran

¹⁹ Faculty of Architecture and Urban Planning, Shahid Beheshti University, Iran

Organizations, management and employees must have essential readiness (Tamir *et al.*, 2015).

Leadership style as a behavioral pattern which describes behavioral characteristics of leaders. In this new world, role of manager as a leader so important that it is being tried hard in all fields to find persons who have abilities of leadership. Actually, nothing will be happened if this role isn't performed. As a duty, leader should examine ability and preference of individual and group, and choose one of leadership's style in dealing with them (Wipulanusat, Panuwatwanich, Stewart, 2017). Leadership style also shows ideology, worldview and personality of leaders. If this style is not chosen properly, on one hand it will led to organization and individuals' productivity and in other hand it will perform as a reason of mental tension caused by job or mental pressure in employees (Wilson, 2017).

In this study kinds of leadership styles will be assessed from point of view of elites of Iran planning and management organization where is a strategical organization for determining governmental organs' strategy in different provinces.

Review of literatures

Managers' leadership style is one of effective factors in increasing productivity, effectiveness and finally efficiency of organizations. Leaders' proper behavioral pattern in every organization cause creating powerful motivation in employees and finally increasing their satisfaction of job and profession (Shao, Feng, Hu, 2017). By studying previous literature, leadership styles categorized in table 1. Mentioned codes under each style is used in analysis.

Table 1. Leadership style

Leadership style	Explanation
Authoritarian M1	Authoritarian leadership is executed in organizations which are in serious crisis and need urgent decision and their processes are routine and non-specialized. This style is good for military and its advantages are quick decision making and undeniable power in leadership.
Bureaucratic M2	This style is useful for organizations that perform academic and exact and unsafe works and it is serious for them to pay attention to rules and instructions for doing serious safety. Its advantages are increasing safety and decreasing risks resulted from functions which are not determined.
Charismatic M3	This style is useful for organizations which are dissatisfied incuriosity among their employees. Choosing this style can be useful to make employees change organization atmosphere with their energy. This style is proper for organization which need inside change and leader must motivate others to do their best with making himself as a pattern.
Collaborative M4	This style is useful in organizations where innovation and collaboration are the most important factor. This style is proper for non-crisis situations and its response to crisis situations is negative. It is also useful for organizations which concentrate on operational improvement. But its disadvantages are longing decision making and it also does not clear some unproductivity.
Non-interventionism M5	This style is used for organizations where need self-management methods and time management is important. It is useful for works which do not need guidance and we are sure that works will be performed with minimum errors. If employees do not have enough knowledge, these methods will have high risks.
People-oriented M6	This style develops team work. Leader's look on employees is equal and strong groups will be formed. The main disadvantage of this style is forgetting individual responsibilities and this causes employees' capability will be neglected.
Servant M7	This style is useful for educational and service organizations like hospital and university. Leader is committed to cultural indicators. Commitment,

Leadership style	Explanation
	honesty, truthfulness and sympathy are main values in this style. Its advantage is creating valuable culture, although decision making is so slow.
Task-oriented M8	This style is focused on work control, tasks and instructions. It is useful for organizations where dissatisfaction is developed among employees because of not paying attention to their problems.
Interactive M9	It is useful for organizations where works are performed as projects and organizations where need innovations and creativities can't adopt themselves with style.
Transformative M10	This style determines view and clear targets in organization and tries to attract employees' collaboration. This happens with a good understanding of around changes and motivation methods. Leader, with his emotional intelligence, creates new capability for organization.
Democratic M11	In this style, leader focuses on thoughts and propositions of group members to reach group's target. All the decisions are made on group's consensus.

Table 2. Motivation theories

Motivation theories	Explanation
Content theories	These theories describe "being" and "needs". Theorists are trying to know and recognize factors which cause human's motivation.
Process theories	These theories are more cognitive and respond to why questions. These theories are trying to find mutual action of these variables with dependent variables like employees' job satisfaction.
Job satisfaction theories	These theories determine that people look at different jobs that they can choose, before choosing their jobs. The choose like this because they are looking for favorite rewards.

Many scholars have examined kinds of leadership style in organization process area. Among similar researches which have assessed leadership styles in motivation scales there is table 3.

Table 3. Leadership styles in motivation scales

Example of researches	Kind of test
Binfor <i>et al.</i> , 2013	In this study, the influence of authoritarian, democratic and non-interventionism styles are assessed. This study which performed in Ghana showed superior of democratic, non-interventionism and authoritarian on motivation rate.
Chaudhry, Javed, 2012	This study showed influence of non-interventionism on motivation rate using questionnaire distribution among 278 persons among elites. The results were reached with SPSS analysis. These results showed meaningful use of non-interventionism style in Pakistan weaponry industry.
Barbuto, 2005	In this study, influence of interactive, charismatic and exchange on motivation rate was assessed. It showed the most adoption of transformative style in comparison with other styles.
Stone, Russell, Patterson, 2004	In this study, exchange and servant styles were assessed in comparison with behavioural characteristics and employees' motivation rate. The results showed that exchange style is more popular.

Research Methodology

Motivation scales for analysing kinds of leadership style has been evaluated in another study of this scholar. For examining leadership styles in this article, it has been used 34 main measures of motivation promotion which was assessed in this research.

In next step, we will examine leadership styles preferences against motivation scales by using fuzzy TOPSIS analysis method. Using this approach, we can reach a comprehensive understanding of evolved styles preferences from research literature against success rate in

promoting employees' motivation. It has been used coding in MATLAB and EXCELL software to analyse data and using fuzzy TOPSIS analysis in this step. Scales's code is decision matrices.

In fuzzy TOPSIS analysis of options which are matrices analysis's rows which are presented in table 1.

In next step TOPSIS analysis steps will be presented by using of mathematics equations constraints.

$$\tilde{W} = (\tilde{w}_1, \tilde{w}_2, \dots, \tilde{w}_n)$$

In above equation \tilde{W} presents each indicators' weight.

$$\tilde{D} = \begin{matrix} A_1 \\ A_2 \\ A_3 \\ \vdots \\ A_m \end{matrix} \begin{matrix} c_1 & c_2 & \dots & c_n \\ \tilde{x}_{11} & \tilde{x}_{12} & \dots & \tilde{x}_{1n} \\ \tilde{x}_{21} & \tilde{x}_{22} & \dots & \tilde{x}_{2n} \\ \vdots & \vdots & \dots & \vdots \\ \tilde{x}_{m1} & \tilde{x}_{m2} & \dots & \tilde{x}_{mn} \end{matrix}$$

Which in above equation present questioning leadership styles and present questioning motivation scales for mentioned options. It is important to say that all numbers in above equation are entered as fuzzy. In following matrix, fuzzy definition of above matrix elements is presented.

$$\tilde{x}_{ij} = (a_{ij}, b_{ij}, c_{ij})$$

According to above equations, matrix elements are in accordance with table 4 and scales element are defined as fuzzy triangular.

Table 4. Matrix elements

weights	0.2	0.6	0.9	0.6	0.7	0.9	0.6	0.7	0.9	0.3	0.7	0.9	0.1	0.5	0.9	...
Scales	A1			A2			B1			B2			C1			...
M1	1	4	6	1	3	6	2	4	6	1	4	5	1	4	5	...
M2	1	4	6	2	4	6	1	4	5	1	4	5	1	5	6	...
M3	1	4	9	2	6	8	2	6	7	3	4	8	2	6	7	...
M4	1	5	6	2	4	8	1	5	7	1	4	8	1	4	6	...
M5	1	4	6	1	5	7	1	4	6	1	4	6	2	5	7	...
...
a-																...
c+	9	9	9	9	9	9	9	9	9	9	9	9	8	8	8	...

After making decision matrix as fuzzy type and for solving it in fuzzy TOPSIS method, firstly matrix numbers of fuzzy decision are normalized by using following normalization equation.

$$\tilde{r}_{ij} = \left(\frac{a_{ij}}{c_j^*}, \frac{b_{ij}}{c_j^*}, \frac{c_{ij}}{c_j^*} \right) \quad c_j^* = \max_i c_{ij}$$

According to above equation, indicators will be scalable in this step. Since evaluated indicators in previous section are maximum type and by increasing in these indicators' amount we are closer to ideal solution, equation 4 is the only defined maximum equation. The example of normalized decision matrix is presented in table 5.

Table 5. Normalized decision matrix

Weights	0.2	0.6	0.9	0.6	0.7	0.9	0.6	0.7	0.9	0.3	0.7	0.9	...
Scales	A1			A2			B1			B2			...
M1	0.11	0.44	0.67	0.11	0.33	0.67	0.22	0.44	0.67	0.11	0.44	0.56	...
M2	0.11	0.44	0.67	0.22	0.44	0.67	0.11	0.44	0.56	0.11	0.440	0.56	...
M3	0.11	0.44	1.00	0.22	0.67	0.89	0.22	0.67	0.78	0.33	0.44	0.89	...
M4	0.11	0.56	0.67	0.22	0.44	0.89	0.11	0.56	0.78	0.11	0.44	0.89	...
M5	0.11	0.44	0.67	0.11	0.56	0.78	0.11	0.44	0.67	0.11	0.44	0.67	...
...

In next step from equation 5, we designate fuzzy weights for scales to normal scalable matrix in previous step. According to following equation weighted fuzzy matrix will be concluded as table 6.

$$\tilde{v}_{ij} = \tilde{r}_{ij}(\cdot) \tilde{w}_j$$

Table 6. Weighted fuzzy matrix

weights scales	0.2	0.6	0.9	0.6	0.7	0.9	0.6	0.7	0.9	0.3	0.7	0.9	...
	A1			A2			B1			B2			
M1	0.02	0.27	0.60	0.07	0.23	0.60	0.13	0.31	0.60	0.03	0.31	0.50	...
M2	0.02	0.27	0.60	0.13	0.31	0.60	0.07	0.31	0.50	0.03	0.31	0.50	...
M3	0.02	0.27	0.90	0.13	0.47	0.80	0.13	0.47	0.70	0.10	0.31	0.80	...
M4	0.02	0.33	0.60	0.13	0.31	0.80	0.07	0.39	0.70	0.03	0.31	0.80	...
M5	0.02	0.27	0.60	0.07	0.39	0.70	0.07	0.31	0.60	0.03	0.31	0.60	...
...

In next step and according to Euclidean equations, we compute distances of each element from ideal and snit-ideal and finally distances matrices from ideal and anti-ideal will be in tables 7 and 8.

$$CC_i = \frac{d_i^-}{d_i^- + d_i^*}, i = 1, 2, \dots, m$$

Table 7. Distances of each element from ideal and snit-ideal

	A1	A2	B1	I6	...	J1	J3	J4	DP
M1	0.64849	0.64002	0.58440	0.83789	...	0.83789	0.83789	0.83789	24.11370
M2	0.64849	0.58440	0.63278	0.80750	...	0.75373	0.75373	0.78021	22.89919
M3	0.62493	0.51171	0.52139	0.58377	...	0.55943	0.56518	0.61027	19.42454
M4	0.62759	0.56112	0.57610	0.62634	...	0.61831	0.61299	0.61299	20.41928
M5	0.64849	0.57610	0.61407	0.63951	...	0.63951	0.63951	0.63951	20.96298
...

Table 8. Finally, distances matrices from ideal and anti-ideal

	A1	A2	B1	I6	...	J1	J3	J4	DN
M1	0.36221	0.32261	0.34090	0.04303	...	0.06415	0.07172	0.06086	7.81947
M2	0.36221	0.34090	0.28725	0.11349	...	0.18648	0.18922	0.16997	9.65546
M3	0.52607	0.48381	0.43419	0.49860	...	0.57682	0.57724	0.53287	17.09472
M4	0.37887	0.44795	0.41026	0.40460	...	0.48729	0.48796	0.47752	14.62228
M5	0.36221	0.41026	0.33872	0.35329	...	0.38157	0.38292	0.36952	12.94739
M6	0.49922	0.53368	0.43248	0.40481	...	0.43400	0.43457	0.42281	16.18653
...

Conclusion

According to ideal and anti-ideal distances in tables 7 and 8 and with presented coefficient of proximity in equation 6, leadership styles ranking will be shown in table 9.

Table 9. Leadership styles ranking

Leadership style	code	(CC) Proximity index	Score
Democratic	M11	0.4904183	11.23931
Chaurismatic	M3	0.4681015	10.727858
Interactive	M9	0.4649305	10.655186
People-oriented	M6	0.4494461	10.300318
Servant	M7	0.4236172	9.7083758
Collaborative	M4	0.417284	9.5632329
Transformative	M10	0.417284	9.5632329
Non-interventionism	M5	0.3818122	8.7502973
Task-oriented	M8	0.3090637	7.0830617
Boroucratic	M2	0.2965924	6.7972469
Authoritian	M1	0.2448699	5.61188

It is clear, with fuzzy TOPSIS analysis, that leadership styles are distributed closer to selected indicators in previous section with a domain in./25 different from each other.

According to table 9 results, democratic leadership has the most proximity indicator with promotion of employees' motivation scales among assessed leadership styles and is recommended as proposal option in organizations where expect leadership approach grounded in promoting employees' motivation. The reason of good adaption of democratic leadership style with motivation scales is due to leaders' cooperation to reach a collective agreement for a common target in organization and at the same time it will be estimated supervision of organization's leader on employees' performance. As it is presented in Table 9, Charismatic and interactive leadership styles are in second and third places and it may be resulted from creating motivation among employees with motivation factors using leader charisma in charismatic leadership, and creating interactive relation with employees in interactive style which cause leader and employees' relation exit from organization obligations and increase interaction between them. The main point in data analysis of elites in this research shows that non-interventionism leadership, although it has the least intervention of leader in organization's processes, has not caused to increase motivation. Its reason is lack of superior supervision on work progression procedure which cause this style to depend on interaction and expertise and team morale of employees. According to the results in table 9, we can describe that non-interventionism leadership style may be effective in organizations where exist the ground for employees' ability and capability of reliability among all employees and also organizational works has a little complexity and only is short time processes, but when there is complexity in processes and organizational actions, relations and group hierarchy will be confused and therefore this style won't have any productivity. Ranking results of leadership style in table 9 shows the leadership styles in which leader's role is as superior supervision and is a kind of consular and leader presence of leader validates organization hierarchy, leadership style in comparison with absolute and non-interventionism leadership will have a proper ground in the area of increasing employees' motivation. According to the results of authoritarian leadership which has absolute leadership has been estimated as the weakest leadership style. Following cases are proposed for more research in this area to researchers.

1. Prioritizing motivation scales in each of motivation theories area and explaining sub-scales according to fuzzy hierarchy approach.
2. Evaluating kinds of leadership styles in organizations with complexity and high process change with fuzzy hierarchy approach.

3. Assessing kinds of leadership style productivity with data envelopment analysis technique.

REFERENCES

1. Chapman, C. L. (2017). "The influence of leadership on business continuity planning: A qualitative phenomenological study", University of Phoenix.
2. Tamir, M., Bigman, Y. E., Rhodes, E., Salerno, J., Schreier, J. (2015). "An expectancy-value model of emotion regulation: Implications for motivation, emotional experience, and decision making". *Emotion*, 15(1): p. 90.
3. Wipulanusat, W., Panuwatwanich, K., Stewart, R. A. (2017). "Exploring leadership styles for innovation: an exploratory factor analysis". *Ekonomia i Zarzadzanie*, 9(1): p. 7-17.
4. Wilson, F. M. (2017). "Organizational behaviour and gender", Routledge.
5. Shao, Z., Feng, Y., Hu, Q. (2017). "Impact of top management leadership styles on ERP assimilation and the role of organizational learning". *Information & Management*.
6. Puni, A., Agyemang, C. B., Asamoah, E. S. (2016). "Leadership Styles, Employee Turnover Intentions and Counterproductive Work Behaviours". *International Journal of Innovative Research and Development* ISSN 2278-0211, 5.(1)
7. Schratz, M. (2016). "Austria: Overcoming a Bureaucratic Heritage as a Trigger for Research on Leadership in Austria", in *A Decade of Research on School Principals*. Springer. p. 307-329.
8. Conger, J. A., Kanungo, R. N. (1988). "Charismatic leadership: The elusive factor in organizational effectiveness", Jossey-Bass.
9. Bass, B. M., Stogdill, R. M. (1990). "Handbook of leadership". Vol. 11., New York: Free Press.
10. Chaudhry, A. Q., Javed, H. (2012). "Impact of transactional and laissez faire leadership style on motivation". *International Journal of Business and Social Science*, 3(7).
11. Greenleaf, R. K., Spears, L. C. (2002). "Servant leadership: A journey into the nature of legitimate power and greatness", Paulist Press.
12. Kriger, M., Zhovtobryukh, Y. (2016). "The Role of Charismatic, Transformational, and Transactional Leadership", in *Strategic Leadership for Turbulent Times*, Springer. p. 83-92.
13. Dvir, T., Eden, D., Avolio, B. J., Shamir, B. (2015). "The impact of Transformational Leadership". 2015.
14. Kane, J., Patapan, H. (2012). "The democratic leader: How democracy defines, empowers and limits its leaders". 2012: Oxford University Press.
15. Lehman, D. (2016). "A Case Study Describing How Servant Leadership Attributes Impact Superintendent Longevity and Leadership Styles".
16. Barron, K. E., Hulleman, C. S. (2015). "Expectancy-value-cost model of motivation". *Psychology*, 84: p. 261-271.
17. Schunk, D. H., Meece, J. R., Pintrich, P. R. (2012). "Motivation in education: Theory, research, and applications", Pearson Higher Ed.
18. Binfor, F., Boateng, S., Abbey, E., Osei, S., Swanzy, F., Gyepi-Garbrah, T. (2013). "The Effect Of Leadership Styles And Motivation On Employee Performance In Public Institutions: Evidence From Ghana". *International Journal of Current Research*, 5(09): p. 2667-2670.
19. Barbuto, J. E. (2005). "Motivation and transactional, charismatic, and transformational leadership: A test of antecedents". *Journal of Leadership & Organizational Studies*, 11(4): p. 26-40.
20. Stone, G., Russell, R. F., Patterson, K. (2004). "Transformational versus servant leadership: A difference in leader focus". *Leadership & Organization Development Journal*, 25(4): p. 349-361.

Article history:

Received 17 July 2017

Accepted 10 December 2017