
POWER OF LEADERSHIP MOTIVATION IN THE BANKING INDUSTRY

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Abstract

Leadership and Motivation are key factors associated with success and failure of any organization. In accordance with Herzberg's two-factor theory, the motivation influences the managers while adopting a leadership style. This study examines the impact of Leadership Motivation on Organizational Performance with mediating effect of Leadership styles. This research focuses on motivation of leaders, their leadership style and its impact on organizational performance and developing the concept of mediating role of Leadership Styles as a banking sector nowadays is in the race of facing challenges in order to become competitive and also to improve the performance. The descriptive statistics and Mediation model 4 of Hayes [2013] PROCESS macro regression-based approach was used to analyze the data. The findings suggested that both aspects of Motivation, i.e. intrinsic as well as extrinsic motivation, have a positive and significant effect on organization performance. The leadership style acts as a strong mediator between motivation and organizational performance. The study has provided good construction towards literature regarding the Leadership Motivation for improving organizational performance.

Key words: *Leadership Motivation, Autocratic Leadership Style, Democratic Leadership Style, Laissez-Faire Leadership Style, Organizational Performance*

INTRODUCTION

Leadership is basically a continuous process of influencing by an individual or a group of people to their team for making efforts towards the accomplishment of a specified goal of an organization [Chua et al., 2018]. Leadership has played a vital role in development of communities, culture and nations throughout the period of early world to modern history. Al Khajeh [2018] stated that leadership is an inspirational tool for others to make efforts in achieving a goal by following a vision. Michael [2010] stated that success of any organization depends upon the effective leadership. All organizations want to be successful in this highly competitive global era and hence to overcome the challenges and to compete in this environment every organization must create a strong bonding between employees and give them direction toward task attainment [Yang et al., 2018]. Organizations are facing multiple challenges in this current competitive environment and making out strategies for improvement in operational performance and fulfillment of a desired goal [Jaramilo et al., 2005]. An organization relies on availability of resources, i.e. human, finance and information, effective leadership style, formulation of policies and its implementation to achieve objectives and goals [Khan et al., 2014]. The organizations which are working in an efficient way considered human capital as a major asset in order to attain a goal [Yang et al., 2018]. Thus, leadership plays a vital role in making continuous improvement in order to run in efficient and effective way in this competitive environment [Buble et al., 2014].

It is expressed that the most important component of any organization is its employees so it is essential to stimulate and encourage them for task completion [Ochola, 2018]. Most of the organizations now realize the importance of having motivated employees because it empowers them to perform better in the long-term and helps toward the growth of organizations [Evans and Thomas, 2013]. Motivation is the core element of organizational performance. Motivation is an influential tool which stimulates behavior toward a goal [Yang et al., 2018]. Buble et al. [2014] observed that there is a positive relationship between motivation and a leader because highly motivated team depends upon the most motivated leaders. For making leadership effective, a leader must adopt the style of leadership according to the motivational needs of the team [Maslow, 1954]. Furthermore, the success of any organization relies on the appropriate style of a leader which is adopting according to the motivational requirements of the followers [Buble et al., 2014].

Many researches have been done on leadership and motivation, but some of them have put attention on motivation of managers and their leadership styles and its impact on organizational performance [Buble et al., 2014]. It has been observed that there is a huge variety of studies that emphasize on leadership effectiveness, while exploration on leadership motivation remains lagging behind [Deep Sharm et al., 2019]. This research focuses on motivation of leaders and their leadership style and its impact on organizational performance and developing the concept of mediating

role of Leadership Styles between Leadership Motivation and Organizational Performance.

Problem of originality/Value

It has been revealed that motivation at work place depends upon both intrinsic and extrinsic motivation (Gagné et al., 2010). Siddiqui and Rida (2019) concluded from his study that intrinsic as well as extrinsic motivation positively affect the employee performance. Al Khajeh (2018) stated that leadership styles have significant, both positive and negative effect on organizational performance. Deep Sharm et al (2019) systematically reviewed 119 articles related to the leadership and organization and stated that there is extensive literature on leadership but research on leadership is lagging behind and they further suggested to examine the effect of leadership motivation on organizational performance. Therefore, there is a sheer need to study the impact of leadership motivation on organizational performance with the mediating role of leadership styles.

1. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

1.1. Motivation and Leadership

Human capital's behavior is one of the significant factors in the success of any organization in any type of organization and it does not matter that it is of public or private market [Madanchian and Taherdoost, 2017]. Motivation of a worker depends largely on the style of a leader as it varies from company to company [Fiaz et al., 2017]. The most important function of management is to motivate employees [Gamage, 2018]. Leadership is considered as blood for organization life and its significance cannot be ignored in this current era [Ali, 2019].

Bhatti et al. [2012] stated that democratic leadership can even work with a small team and is very careful for the participation of all team members in decision making to increase their motivational level. Bouckenoghe et al. [2015] stated that efficiency and effectiveness of the style of a leader depends upon the situation in which he or she adopted a specific style. So, when a leader wants to increase a production level he or she preferred the autocratic leadership but in case of maintaining a good relationship among team members and improving performance they follow the democratic leadership [Asrar-ul-Haq and Kuchinke, 2016]. Alghazo and Al-Anazi [2016] stated that the supervisors who adopted the Autocratic leadership, i.e. taking decisions according to their own skills and experience, may be helpful in the emergency situation when there is no time for a group discussion. While those managers who are highly concerned about their team proficiency and level of motivation and want to value their opinions, adopted the democratic leadership style as their style of leadership. This highly affects the motivation of employees because workers are considered an important part in taking final decision. Whereas Laissez-Faire leader assumed that

his team is highly motivated and skilled and delegates his authority for decision making as he authorizes his team for their own success.

R. Singh, [2016] stated that intrinsic motivation is the performing of any function for his/her inner satisfaction rather than for external rewards. It is the doing of any action for the intrinsic pleasure of the task. Intrinsic motivation plays an important role in sustaining long term and positive aspects on performance of employees as these variables are a fundamental factor for psychological development of a human [Yusoff et al., 2013]. Extrinsic stimuli encourage the efficiency of the worker by good working environment, fair management policies, job satisfaction and positive peer ties [Emeka et al., 2015]. Employees that are happy with their job are highly motivated and perform efficiently than [Shaikh et al., 2018]. As Extrinsic motivation is related with external stimuli that are gained by bonuses after completing the task rather than inner satisfaction from a job [R. Singh, 2016]. When management ignore the provision of external factors to employees then there are chances of frustration from a job among workers [Yusoff et al., 2013].

Buble et al. [2014] highlighted the importance of intrinsic motivation that leads the behavior of an individual to attain the high performance of the organization. Srivastava and Barmola [2011] stated that extrinsic motivation plays a vital role in boosting the productivity of employees. Therefore, in view of discussed literature, we hypothesize that:

Hypothesis 1[a]: *There is a significant relationship between Intrinsic motivation of manager and leadership styles.*

Hypothesis 1[b]: *There is a significant relationship between Extrinsic motivation of manager and leadership styles.*

1.2 Leadership and Organizational Performance

Ali [2019] stated that styles of leadership have a significant impact on the organizational performance. Leadership is one of the most significant predictors of the organizational performance how company works effectively in this competitive world by providing a healthy environment to its employees thus need of effective leadership is utmost important than ever.

Dele et al. [2015] declared that an appropriate style of a leader enhances the development and growth of a firm. Iqbal et al. [2015] observed that the autocratic model of leadership produced the effective results even in a short span of a time. Chua et al. [2018] stated that autocratic leadership is valuable in “emergency situation” and “in case of homogenous work force is involved” or in case of intellectual leadership then there is a good interaction with his team. Whereas, Democratic Leadership is one of the most productive style of leadership which involves employees in decision making and in result produce more output, promotes team working and improves the position of the organization [Akpapere et al., 2019]. This approach of leadership encourages the employees to use their skills toward creativity for achieving the goal of the

organization [Anderson et al, 1991]. Chua et al. [2018] considered the Laissez-Faire style of leadership as permissive leadership built on the premise that team members are motivated, inspired, skillful and accountable in achieving the goal of the firm. In view of preceding discussion, we hypothesize the:

Hypothesis 2: *Leadership style has a significant effect on the organizational performance.*

1.3. Motivation and Organizational Performance

Shaikh et al. [2018] declared that motivation is an important tool for enhancing the efficiency of workers and keep staying in organization for a long period of time. Sabri et al. [2019] stated that there is direct association between motivation of employees and organizational performance as worker willingness and enthusiasm improves the quality of their performance. Kalhoro et al. [2017] decided that banks should keep a balance between inner and exterior reward to enhance the quality of work. Herzberg [1959] described two sets of components for determining the employees' attitude and performance levels known as Motivation and Hygiene Factors. Motivational factors are also known as Intrinsic Factors which will boost the satisfaction of employees; while Hygiene Factors are also known as Extrinsic Factors which prevent the disappointment of any employees [Yusoff et al., 2013]. Buble et al. [2014] highlighted the importance of intrinsic motivation is that it led the behavior of individual to attain the high performance of the organization. According to Shaikh et al. [2018] extrinsic incentives played a significant role in enhancing the employees performance both in private and public sectors like good financial rewards and strong working relations. Therefore, we hypothesize that:

Hypothesis 3[a]: *There is a significant relationship between Intrinsic motivation of manager and organizational performance.*

Hypothesis 3 [b]: *There is a significant relationship between Extrinsic motivation of manager and organizational performance.*

1.4. Mediation of Leadership Styles between Leadership Motivation and Organizational Performance

Christian [2018] stated that performance of any employee is affected by two main factors which are leadership style and motivation. Steers and Mowday [2004] concluded that motivation of human resource is the driving force to achieve the goal of any organization. So, the leadership style of a manager plays a vital role in the employees willingness to improve, boost and mitigate the behavior of employees for better results [Gamage, 2018]. It is an intrinsic force that arouses and pushes a man to fulfill the assigned task and to meet their unmet needs [Siddiqui and Rida, 2019]. Leadership plays an important role in achievement of success of any organization and can have a multiple consequences for a broad variety of results like human motivation [Lam and O'Higgins, 2012]. Bowditch and Buono, 1997 stated that success of any

organization is in the hands of motivated employees that as motivation is essential element to increase the productivity of the firm. That's why one of the most important managerial function is employee motivation Crispen et al. [2013] stated that each style of leadership effects the employee's motivation but participative, delegating and directive leadership were considered highly effective leadership styles to increase the performance of organization. Therefore, in the view of earlier discussed literature we hypothesize that:

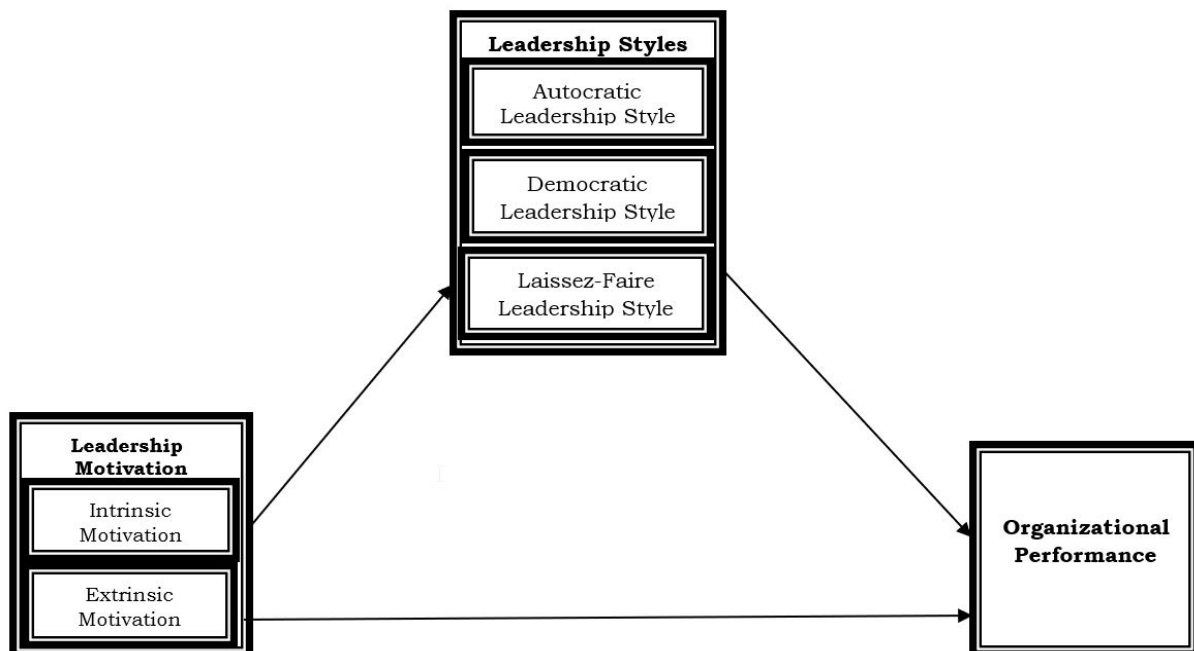
Hypothesis 4[a]: *Leadership Intrinsic Motivation has a significant effect on organizational performance with the mediating role of leadership styles.*

Hypothesis 4[b]: *Leadership Extrinsic Motivation has a significant effect on organizational performance with the mediating role of leadership styles.*

2. CONCEPTUAL FRAMEWORK

This conceptual model shows that Leadership Motivation is the Independent Variable. It consists of two dimensions, i.e. Intrinsic and Extrinsic Motivation. Leadership style is the mediating variable, which consists of three basic styles, which are Autocratic, Democratic and Laissez-Faire Leadership Styles. Organizational Performance is the Dependent Variable. This model has been formulated on the studies of Bubble et al. [2014] and Al Khajeh [2018].

Figure 1. Conceptual Framework



Source: Bubble et al., 2014 and Al Khajeh, 2018]

3. RESEARCH METHODOLOGY

Research methodology has been divided into three parts, i.e. population and sampling, measurement scales and research techniques.

3.1. Population and Sampling

This study focuses on the managerial staff of commercial banks. Multistage sampling technique was used to evaluate the sample size for this study. At first stage, commercial banks are selected according to the KPMG report 2019. KPMG [Klynveld Peat Marwick Goerdeler] is a multiple professional service network. KPMG report 2019 presents the performance of total 26 commercial banks of Pakistan. Out of which 20 banks are operating in Abbottabad, District, which is the second stage of sampling process. And then found there are 76 total sub branches of these banks in District Abbottabad. Total 230 middle managers are working in these 76 branches. Random sampling technique has been used because our population is known, and it give each unit of population equal chance to be selected as a sample. The sample size has been selected according to Krejcie and Morgan [1970] table which was 144 at final stage which is given in Appendix-A.

3.2. Measurement Scales

The questionnaire is consisted on 5-point Likert scale given in Appendix-B. The detail of measuring instruments i.e. number of items and their references are given in Table 1.

Table 1. Measurement Scale

Variables	No. of items	Reference/Scale
Motivation	6	Gagné et al. [2010]
Leadership styles	9	Ojokuku et al. [2012]
Organizational Performance	7	Delaney & Huselid, [1996].

3.3. Research Technique

To analyze the hypotheses Descriptive Statistics and Mediation model 4 of Hayes [2013] PROCESS macro regression-based approach has been used by using SPSS package.

4. DATA ANALYSIS

Table 2. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Organizational Performance	144	2.14	5.00	3.96	.57
Democratic Leadership	144	1.67	5.00	4.00	.63
Autocratic Leadership	144	2.00	5.00	3.78	.71
Laissez-Faire Leadership	144	1.67	5.00	3.87	.67
Intrinsic Motivation	144	2.00	5.00	3.90	.65
Extrinsic Motivation	144	2.00	5.00	4.01	.57

4.1. Descriptive Statistics

Descriptive statistics are used to calculate the mean and standard deviation of those variables, which are used in this study. Mean with a response of 3 show the show the positive response from the respondent and the response below than 3 shows the disagreeableness from the respondent toward the questions of the questionnaire. Table 2 shows descriptive statistics of the variables.

4.2. Reliability of Research Instrument

Reliability analysis is used to check the consistency and reliability of the questionnaire that is measuring by the construct by Cronbach's alpha. A scale is considered reliable when the alpha value is more than 0.60 [Santos, 1999]. The reliability of the independent variable i.e. Intrinsic and Extrinsic Motivation is 0.893 and 0.781 respectively. The reliability of Leadership styles is 0.725, 0.849 and 0.762. While the reliability of Organizational Performance is 0.762 which is acceptable.

4.3. Hypotheses Testing

To analyze the hypotheses Mediation model 4 of Hayes [2013] PROCESS macro regression-based approach has been used by using SPSS package. It consists of four parts, i.e. path 'a', path 'b', path 'c' and path 'c'. Path 'a' defines the impact of the independent variable on the mediating variable. Path b shows the effect of mediating variable on the dependent variable. Path c' defines the direct effect of the independent variable on the dependent variable while path c defines the total indirect and direct effect on the dependent variable, i.e. $c = ab + c$.

Table 3: Direct Relationship

Paths	β- Value	Std. Dev	T- value	P- value	LLC I	ULC I
<u>a. Effect of Motivation on Leadership styles</u>						
Intrinsic Motive → Autocratic Leadership style	.4649	.0830	5.600	.0000	.300	.629
Intrinsic Motive → Democratic Leadership style	.6504	.0593	10.96	.0000	.533	.767
Intrinsic Motive → Laisses-Faire Leadership style	.4699	.0770	6.100	.0000	.317	.622
Extrinsic Motive → Autocratic Leadership style	.6382	.0901	7.083	.0000	.460	.816
Extrinsic Motive → Democratic Leadership style	.4991	.0820	6.086	.0000	.337	.661
Extrinsic Motive → Laisses-Faire Leadership style	.4451	.0916	4.860	.0000	.264	.626
<u>b. Effect of Leadership styles on Organizational Performance</u>						
Autocratic Leadership style → Organizational Performance	.1468	.0458	3.203	.0017	.056	.237
Democratic Leadership style → Organizational Performance	.4082	.0656	6.222	.0000	.278	.537
Laisses-Faire Leadership style → Organizational Performance	.1628	.0504	3.233	.0015	.063	.262
<u>c. Effect of Motivation on Organizational Performance</u>						
Intrinsic Motive → Organizational Performance	.1566	.0658	2.379	.0187	.026	.286
Extrinsic Motive → Organizational Performance	.2017	.0648	3.111	.0023	.073	.329

4.3.1. Path a

Table 3 shows the result of three paths, which are Effect of Motivation on Leadership styles, Effect of Motivation on Organizational Performance and Effect of Leadership styles on Organizational Performance. These three paths represent the direct relationship between dependent and independent variable. The first one is the Effect

of Motivation on Leadership styles. There are two types of motivation i.e. Intrinsic and Extrinsic Motivation. Intrinsic Motivation model represents the value of Autocratic Leadership Style $\beta = 0.46$, $t [142] = 5.60$ and $p=0.000$, model of Democratic Leadership Style $\beta = 0.65$, $t [142] = 10.9$ and $p=0.0000$ and model of Laissez Faire Leadership $\beta = 0.47$, $t [142] = 6.10$ and $p=0.0000$, which means that intrinsic motivation significantly effects the leadership styles while the extrinsic motivation model shows that Autocratic Leadership Style $\beta = 0.63$, $t [142] = 7.08$ and $p=0.000$, model of Democratic Leadership Style $\beta = 0.49$, $t [142] = 6.08$ and $p=0.0000$ and model of Laissez-Faire Leadership $\beta = 0.44$, $t [142] = 4.8$ and $p=0.0000$ shows, that extrinsic motivation of a manager significantly effects the leadership styles.

4.3.2. Path b

Path b represents the direct effect of Leadership Styles on Organizational Performance. This model predicts that the β coefficient of Autocratic Leadership style is 0.146 and $p=0.0017$, Democratic Leadership $\beta=0.40$ and $p=0.0000$ and Laissez-Faire Leadership is $\beta =0.16$ and $p=0.0015$ that Leadership styles significantly affect the organizational performance respectively.

4.3.3. Path c'

Path c' defines the direct effect of independent variable on dependent variable. Intrinsic Motivation $\beta=.15$ and $p=0.0187$ and the Extrinsic motivation $\beta=.20$, $p= 0.000$ that there is a significant relationship between Motivation and organizational performance.

Table 4. Path Coefficients for Indirect Relationship

Path	Effect	Boot SE	Boot LLCI	Boot ULCI
Intrinsic Motivation → Autocratic Leadership Style → Organizational Performance	.0682	.0317	.3021	.5175
Intrinsic Motivation → Democratic Leadership Style → Organizational Performance	.2655	.0512	.1643	.3612
Intrinsic Motivation → Laissez-Faire Leadership Style → Organizational Performance	.0765	.0341	.0185	.1516
Extrinsic Motivation → Autocratic Leadership Style → Organizational Performance	.0726	.0361	.0127	.1565
Extrinsic Motivation → Democratic Leadership Style → Organizational Performance	.2250	.0590	.1226	.3533
Extrinsic Motivation → Laissez-Faire Leadership Style → Organizational Performance	.0697	.0338	.0073	.1375

Table 4 represents the combine effect of motivation and leadership styles on the Organizational Performance. that there are six specific indirect effect which are Intrinsic Motivation→Autocratic Leadership Style→Organizational Performance, Intrinsic Motivation→Democratic Leadership Style→Organizational Performance, Intrinsic Motivation→Laissez-Faire Leadership Style→Organizational Performance, Extrinsic Motivation→Autocratic Leadership Style→Organizational Performance, Extrinsic Motivation→Democratic Leadership Style→Organizational Performance and Extrinsic Motivation→Laissez-Faire Leadership Style→Organizational Performance which together constitute total indirect effect. The result is statistically significant, as its boot confidence interval does not include a zero value. Preacher and Hayes [2004] stated that if the confidence interval does not include zero, then the indirect effect is significant, and mediation exists.

5. FINDINGS AND DISCUSSION

The basic purpose of the current research is to examine the mediation of leadership style in between Leadership Motivation and Organizational Performance. Model 4 of Hayes [2013] Process macro regression-based approach has been followed. Path a' shows that there is a significant relationship between Intrinsic Motivation and Extrinsic Motivation of manager and Leadership style. Crispen et al. [2013] stated that motivation influences all leadership styles. Hence, Intrinsic as well as extrinsic motivation is essential for achievement of organizational goals [Siddiqui and Rida, 2019]. Path b and c' represents the direct effect of Motivation and Leadership Styles on Organizational Performance has been discussed. Findings show that there is strong and positive correlation between leadership style and organizational performance. Akparep et al. [2019] reported that leadership styles have a significant effect on performance of organization. Table 3 shows that Intrinsic and Extrinsic Motivation significantly affect the organizational performance directly. Buble et al. [2014] highlighted the importance of intrinsic motivation is that it led the behavior of an individual to attain the high performance of the organization. Individuals who are extrinsically motivated will increase the performance of the organization as they believe they will receive desirable outcomes [Putra et al., 2017]. Changar et al [2021] concluded that using appropriate leadership styles in the financial sector of UK could improve the organizational productivity and performance. Mbah et al. [2018] stated that leadership style is significant toward employee motivation and performance which would improve organizational productivity in the banking sector of UK.

Path c shows that leadership motivation significantly affects the organizational performance with the mediating role of leadership styles. Table 4 shows that there is no zero lies in upper and lower bound of confidence interval. Therefore, Preacher and Hayes [2004] stated that, if the confidence interval does not include zero, there is a mediation exists.

6. CONTRIBUTIONS

Research has been extensively studied on the impact of leadership and its styles as well as motivational effect upon organizational performance. Nowadays, banking sector is in the race of facing challenges to become competitive and to improve the performance. Leadership and Motivation together are strong predictors of organizational performance but, in the literature, there are fewer studies that have captured attention on leadership motivation. Therefore, the purpose of current study is to explore the motivation of leaders by examining the association between motivation of leaders and organizational performances with mediating role of leadership styles. This research has emphasized the impact of leadership motivation on organizational performance. The analysis found out that there is a high correlation between two dimensions of Motivation, three basic Styles of Leadership and Organizational Performance. The mediating role of Leadership has been studied between Motivation and Organizational Performance.

The reliability of variable was tested by using Cronbach's Alpha reliability coefficient. Descriptive statistics and Mediation model 4 of Hayes (2013) PROCESS macro regression-based approach used to test and analyze the hypotheses. SPSS version 25 software package was used to run these tests. All hypotheses have been accepted.

7. RECOMMENDATIONS

This research has explored the strong impact of leadership motivation on organizational performance in the commercial banking sector. Government sectors should focus on leadership motivation to improve the performance of the other organization. Organization should make a balance between intrinsic and extrinsic rewards as both dimensions of motivation play a significant role in the achievement of the organization. As there is no "one size fits all" style of leadership, so it is suggested that management should try to use many methods and techniques according to the demand of the situation to encourage staff to work harder to attain the goals of the organization. Top Management should make positive measures to develop and establish efficient communication network between three management groups, i.e. upper, middle and lower and their employees. Therefore, every individual knows how to improve effectively the performance of the organization. The management must recognize the employee's motivation as its primary objective because the performance, efficiency and achievement of the company depend upon how early they show their commitment to the task. The organization should strive to ensure organizational balance in between both organization's needs and workforce that describes a watertight integration.

8. LIMITATIONS

Due to limitation of resources, this research has been focused on the Commercial Banks of Pakistan only. All respondents were from the same service field. It will be conducted in different sectors with a big sample size. The respondents of this

research were only middle level managers of the commercial banking sector. The research will be conducted at international level by involving high level and low level of management to widen the scope of Leadership Motivation. This research has used the quantitative approach and can be carried out using qualitative methods to enhance the scope of the research. This analysis can be conducted over a wide range of demographics to explore the effects of Leadership Motivation to predict the Organizational Performance.

9. FUTURE DIRECTIONS

These findings are less generalizable or standardized due a limited sample size of middle level of managers of the commercial banks of Abbottabad. Future researches may include government and other private institutes and conduct a comparative analysis. Moreover, we suggest that the moderating and mediating influences of leadership styles and innovative work attitude should be studied.

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APPENDIX-A KREJCIE AND MORGAN [1970] TABLE FOR CALCULATING SAMPLE SIZE

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

APPENDIX-B

Research Questionnaire

Part 1:

Male	Female
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Demographic Information

Age_____ Qualification _____ Designation_____

Total work Experience_____ Work Experience in current Organization _____

Gender

Part 2:**Leadership Motivation**

S.No	Items	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1	I am motivated in this job because I enjoy this work very much.					
2	I am motivated in this job because I have fun doing my job.					
3	I am motivated in this job for the moments of pleasure that this job brings me.					
4	I am motivated in this job because this job pays me for a certain standard of living.					
5	I am motivated because this job allows me to make a lot of money.					
6	I do this job for the pay-check.					

Leadership styles

S.No	Items	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1	I am motivated in this job because I enjoy this work very much.					
2	I am motivated in this job because I have fun doing my job.					
3	I am motivated in this job for the moments of pleasure that this job brings me.					
4	I am motivated in this job because this job pays me for a certain standard of living.					
5	I am motivated because this job allows me to make a lot of money.					
6	I do this job for the pay-check.					

Leadership styles

S.No	Items	Never 1	Once in a while 2	Occa- sionally 3	Fairly Often 4	Always 5
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Autocratic Leadership style

1	My supervisor hands over instruction without any comment from me.					
2	My supervisor uses threats and fear-based approach to achieve conformance.					
3	Communication flow is entirely downward.					

Democratic Leadership styles

S.No	Items	Never 1	Once in a while 2	Occa- sionally 3	Fairly Often 4	Always 5
4	My supervisor always consults me before making any decision.					
5	My supervisor makes me proud of being a member of the department.					
6	To work with my supervisor makes me feel good.					

Laissez-Faire Leadership style

7	I am content to let others continue working in the same ways always.					
8	Whatever others want to do is OK with me.					
9	I ask no more of others than what is absolutely essential.					

Organizational Performance

How would you compare the organization's performance over the past 3 years to that of other organization same kind of work?

S.No	Items	Much worse 1	Some- what worse 2	Stayed the same 3	Some What Better 4	Much Better 5
1	I found the Quality of products, services, or programs is good.					
2	I found that Development of new products, services, or programs is satisfactory.					

3	The ability to attract essential employees is acceptable.					
4	The ability to retain essential employees is acceptable.					
5	The satisfaction of customers or clients is improved.					
6	The relations between management and other employees are well built.					
7	The relations among employees in general are well built.					