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Master Thesis

IMPACT OF LEADERSHIP STYLES ON EMPLOYEES' MOTIVATION

*A CASE STUDY OF SHAHJALAL ISLAMI BANK LIMITED,
BANGLADESH*



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Abstract

Leadership has been an important aspect in the affairs of men as far back as the beginning of the ages. It has provided the compass with which humanity found its way in times when existence needed to be maintained or change became desirable. It has shaped the way many reasons; it has shaped civilizations, industries, and institutions. But existing side by side with the concept is that of followership which we have used in this work to mean 'employee'. Both concepts have been employed in this work within the realms of modern-day corporate business organizations. They have been highlighted and polished to reveal what makes business organizations work the way they do and to determine what room there is for improvement and how to exploit it. While the authors acknowledge the fact that the concept of leadership has metamorphosed and developed into different styles, it does not constitute a dilution but remains pivotal in organizational efficiency and needs to be harnessed. Of concern, therefore, is how we can determine the best styles leadership has to offer and analyses the role it plays in motivating employees and spurring them to perform better within the organization they are committed to. This work is therefore centered on the effectiveness of the various styles of leadership are in influencing an employee of a given organization to do more at his job and deliver better results.

Key words

Leadership Styles, Employee motivation, Culture, Relationship between leadership and motivation.



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1. Chapter One INTRODUCTION

1.1 Background

All businesses across the globe are established for satisfying either the need for making a profit or provide social services for the community. If not achieve both of them at the same time. This means all organizations have similarities in their corporate objectives. In order to achieve their business goals and objectives, all organizations need employees. But on top of that, all employees need leadership. From reasons like searching for guidance, achieve effectiveness; keep the cohesion among groups and uplift employee motivation/moral are some reasons that leadership is needed. Therefore every organization and every team believes they need leadership. Leadership inside the organization affects the behavior of the employees (Naile and Selesho, 2014). Successful leaders are the iconic characters who influence their followers and subordinates behavior to achieve organizational goals and objectives. Michael (2010) mentions that leaders in an organization can make a change or design the culture of the organization, values, change tolerance and motivation of the employees. It shapes the organization strategies including their effectiveness.

Besides that achieving organizational goals and objectives would not full fill the ambitions of the employees and keep them motivated. Therefore leaders have a crucial and bilateral responsibility of executing organizational goals and objectives from one side while aiding employees to accomplish their personal goals and objectives. Therefore Naile and Selesho (2014) states that motivation and leadership are interacting with each other. The relationship between leadership and motivation has been discussed widely in academic history in the past 30 years. Most authors who have taken an attempt to define leadership have acknowledged the fact that leadership is an activity of influencing follower's behavior. Most researchers have to illuminate the significant relationship between leadership and employee motivation that have a positive or negative correlation with organizational performance (Wang et al., 2010). McGrath and MacMillan (2000) believe there is a significant relationship between leadership styles and organization performance. The effect of the leadership styles sees as an important contributor to the sustainability in an organization and it gives a competitive advantage over other business rivals. Further leadership styles aid organizations to achieve their goals and objectives effectively while bridging the gap between job performance and



organization rewards by ensuring employees have enough resources to complete their jobs. Sun (2002) understands leadership performance has an identical impact on organizational performance because business leaders exercise their leadership styles to demonstrate their concerns, care, and respect towards employees. These attributes of leadership have a positive impact on employees motivation in the organization. Also, these attributes are contributing towards employee motivation and it entails with followers loyalty and dedication of the employees.

According to Nader (2019), any theories related to motivation and leadership is contradicting because those theories have exceptions. Searching a universal description of leadership and motivation defined as a waste of time according to him. But if the readers or learners objective is to a better understanding of human behavior and its impact on personal performance the insights gained from these theories and researchers could be valuable. According to Lewis, Feilder and Godfree (2017) in order to achieve a high level of sustainable performance outcomes organizations will have built management competencies and behavior competencies while contributing to employee engagement and employee well beings. This suggests to the reader that the success of the organization or better performance outcomes are the tip of the iceberg while leadership and employee motivations make or occupied the basement for them. In that case, we see the success of an organization as a combined effort of leaders and employees. Dismantling them into pieces will not guarantee the success of an organization. Further, from this literature, it is brightened a clear relationship between the leadership of the organization and employee motivation.

1.2 Problem Discussion

In Bangladesh, there are 57 nos. of commercial banks (08 are state-owned, 40 are privately owned and 09 are foreign owned), which are operating in Bangladesh under rules and regulations of Bangladesh Bank- the central bank. Our subject organization is one of the leading banks in Bangladesh named as Shahjalal Islami Bank limited. They are employing over 2000 employees in all parts of the country. According to the financial report of the bank in the last four years, there has been a drop in there net profit. However, it has been noticed that the bank has been investing in the grassroots level to expand its operations in the same period of time (Shahjalal Islami Bank Limited Annual Report, 2017). Since the Bangladesh economy depends heavily on garment manufacturing and exports. The ready-made garment



(RMG) is now the largest industry for earning foreign currencies by exporting. Both the local and foreign investors are being attracted to invest there. All these positive growths are experiencing a lot of asset circulation, the banking sector has a key role in managing foreign currencies, international business, industrial, medium and small scale business loans and handling all other types of financial services for the customers. Therefore as a bank, their scope of banking does not limit for domestic requirements. They have a wide range of duties in this densely populated country. But there has been an increasing and alarming financial situation looming in the horizon of the country. That is the rise of non-performing loans and money laundering. Non-performing loans could be identified as a financial scam due to negligence from the banking leadership while money laundering also involves in the concealment of scam money from the public which also involves in higher rankers in leadership from various social backgrounds. These unethical conducts of some banking executives and key stakeholders came up as one of the reasons for committing financial crimes in the financial institutions, which affect negatively to the working environment.

According to our understanding, we believe these reasons have negative effects on a country's economy to flourish along with other major economies in the world. As a by-product of these financial scams country has been remaining as a lower middle-income country (Dhaka Tribune, 2019). Employees in the banking sector are also affected by this negative atmosphere around the workplace. Further, they report employees in the banking sector might have been less motivated with their work. According to a survey done through the banking sector employees' leadership in the majority of banks believes their behavior is motivating, rewarding and value enhancing. But Employee's perspective about leadership has not been positive and healthy (Dhaka Tribune, 2018). Further, that report stated Speaking to the media The Southeast Bank Managing Director Kamal Hossain said the absence of effective leadership to the banking sector has contributed to the banking crisis of the country. He further emphasized the need for changes in leadership in the banking sector. With the aim of that central bank of Bangladesh has given focus to bring good governance and ethical practices for leadership for the banking industry of the country.

While contextualizing about leadership styles and employee motivation we have to give emphasis on the fact of culture at least for some extent. The culture of a country or in an organization has a subtle role in defining an employee's motivation as per our understanding. Hofstede (1980) explains that every person has been culturally formulated and their



perception of the world can base on that. Only for a limited period of time, people would endeavor to step outside of that cave, whether they like or not. This is normal for ordinary human beings and researchers are no different from them. By reflecting upon this we have to identify that the theories that have been developed by authors from the United States or other developed countries, especially outside from Asia may not be applying or less applicable to the case what we are focusing. Hofstede (1980) advocate national culture as an essential criterion for classifying how leadership effect on employees' motivation.

With that understanding now we know that banking professions of Bangladesh are also interested in building good governance inside their banking sector. As per Deputy Governor of Bangladesh Bank, Mr. S. M. Moniruzzaman, ethical leadership provides efficiency, better performance, and business sustainability (Dhaka Tribune, 2018). With our basic understanding about leadership styles and motivation, it is scientifically proved that some leadership styles are comparatively effective for employing but that has been proved in categorically a different society. But according to Hofstede (1980), national culture is also essential to define effective leadership style for motivation. By contemplating these two sides of the coin readers feel ambivalent whether the effect of leadership styles for motivation is universally true or that could be a topic of unique true for some parts of the world. Therefore we would like to discover this grey area of the literature for better management applications in the future.

1.3 Purpose of the Research and Research Questions

The purpose of conducting this research is to identify “How different leadership styles affect the level of motivation of the employees in Shahjalal Islami Bank and its operations”. Also we are expecting to give guidance for the management of Shahjalal Islami bank to identify negative styles of leadership that has been hindered them from achieving their full potential and increase the awareness of these negative leadership styles. So that their most valuable resource which we believe “the employees”, could realize their personal goals while they are pursuing to achieve business goals and objectives. Also in this thesis, we will try to focus on different leadership styles and their practices, and in addition, we will try to explore which motivation tools does their management uses for motivating their employees. Accordingly, our objective is to find out the combination of leadership styles and their practices, and how



these two factors impact the level of employee motivation. So, we will proceed for find the following question:

- ❖ How do the different leadership styles impact on the level of motivation of employees in Shahjalal Islami Bank Limited?

Also, we have identified that until this moment no research has been conducted by our subject organization about employee motivation and leadership. This could be identified as a strong case for conducting this thesis. Therefore we expect this thesis outcome would be deeming guidance the management of this bank and also for the rest of the banks in Bangladesh.

1.4 Indented outline

Chapter One - Introduction

Background – In the here we wanted to exhibit the knowledge about leadership styles and motivation that we have get to know and show how these two factors affect the goals and objectives of the organization. Then in the problem discussion our endeavour is to funnel down the problem from broader image to our aim. In the end of this chapter we will portray our purpose to conduct this thesis and our research questions.

Chapter Two – Literature Review

Identification of motivation and leadership – Here authors endeavour to define motivation and leadership according to academia. Then in critical review of the literature available part authors will reflect the divergence of literature available to ground a profound understanding from academia.

Chapter Three – Methodology

Theoretical discussion of research approach/method and sampling and justify the feasibility of them.

Chapter Four – Findings and Analysis

Present research findings by employing and identified research methodology - authors will try to shape the finding from the research and portray the finding and analysis. Analyse research finding with current literature available.

Chapter Five – Recommendations, Conclusion and Suggestions



Reflection of research questions achievement - Manifest the research findings and discusses with the support of literature. Then synthesize the final conclusion from findings and give recommendations. Finally suggest for future improvement of organization.



2. Chapter Two LITERATURE REVIEW

2.1 Defining the Concept of Leadership

According to Naile, et al. (2014) the complexity of the concept of leadership can be found in the disparity which is evident in the attempts at coming to a comprehensive definition of the term. Achua and Lussier (2013) defined it as the process in which ideas are communicated, institutional visions accepted and followers encouraged to support and apply ideas by means of delegation. However, Naile et al. (2014) posit that a leader is not necessarily a manager, but one who naturally has the ability to influence others. He also adds, by way of a caveat, that it is possible for one individual to possess both the skills of a leader and a manager, thereby effectively highlighting an unmistakable nexus between the two. According to Peter Drucker (1999), leadership entails the quality of appraising work in order to ensure that time and resources are not expended on an area from which benefits cannot accrue. This definition suggests that leadership consists of skills that aids in the setting of priorities and the management of scarce resources to achieve reasonable objectives. Although several scholars disagree with this definition, none has been able to submit that the view is insensible.

Meanwhile, Faeth (2010) identified three types of Managerial-Leadership skills: Technical skills, which has to do with the ability to employ methods and techniques to see to the performance of a given task; inter-personal skills which is concerned about being able to comprehend, communicate and work with and within groups and/or alongside individuals, by means of effective relationships; and decision making skills which focuses on the ability to conceptualize situations and make a choice among a set of alternatives, while employing these options to solve problems and also benefit from opportunities. In an organizational set-up, supervisors are saddled with the challenging responsibility of determining what is and what is not important within their sphere of influence. It is Drucker's (1999) belief that these set of managers ought to disregard previous services, prioritize the income provider of the day and being managers, to sharpen focus and lay much emphasis on future objectives.

One important leadership rule is to delegate the past and prepare for the challenges of the future. Policies which analyses have shown to be irredeemable failures must be done away with. This is what leadership is all about: being able to recognize shortcomings, failures, even



if personal; and setting it aright before it begins to have adverse effects on the institution itself. Furthermore, the leader is someone who must hold himself and every member of his team to account and constantly rededicate them to redefining the purpose, as well as the role of their institutions. Drucker (1999) claims a leader must comprehensively present the institution's goals and objectives and stress the benefits of the end results to members of his team. In order to ensure success, the leader must make sure that his team is not just aware of the goals, but also conscious of the strategy to be employed. Drucker's definition of leadership presents the leader as a team player. Autocratic executives who are given to making unilateral decisions meant to affect a huge number of people are rarely at the forefront of the corporate business world of today. The task of being a manager has become too complex to allow for the success of such an autonomous style of management.

Also, to Bolden (2004) the concept of leadership has formed a topic of interest for many scholars since the days of Plato and Socrates up to contemporary times of present-day, Leadership and Management intellectuals. He also believes that the concept holds the key to the success of individuals, institutions, regions as well as nations in an evolving global world (Bolden, 2004). A host of academicians and writers have attempted to provide a satisfactory definition of Leadership (Yukl, 2014). but as previously noted by Naile, et al. (2014) above, these efforts have created a multiplicity of definitions which has, in turn, created a level of ambiguity. As per Bolden (2004) notions like “happiness”, “freedom”, “love” and “leadership” are all terms that are too complex and subjective for interpretation. Furthermore, additional confusion has been created by the employment and use of words such as “authority”, “management”, “administration” and “supervision”, which addresses similar phenomena in the organizational context. Also, Yukl (2014) went on to point out that researchers usually define leadership according to their individual perspectives. Stogdill (1974) also observed that researchers on leadership usually base their theories on traits, behavior, influence, interaction patterns, role, relationships and occupation of the administrative positions. Still, on the task of finding a generally accepted definition, Grint (2004) has identified four major problems with the concept of leadership, which makes the possibility of coming to a consensus in respect of the definition of the term, an occurrence that remains unlikely. These are “process” problems which connote a lack of agreement on whether leadership derives from personal qualities of the leader, for example, his traits; or on the other hand, whether it is more of a social process, which finds meaning in what the leader



does to induce followership. The second problem is what he identifies as the “position” problem. Whether the leader is actually in charge with formal or what we may call a statutory authority to boot or if he is merely in the forefront of a group setting that can at best be described as informal. The third problem has to do with “philosophy” and the question of whether the influence the leader has on his followers is intentional or causal, or whether their apparent actions are determined by context and situation or even attributed retrospectively. The fourth and final problem with the quest of arriving at a consensus definition for the concept of leadership as identified by Grint is about “purity” and questions whether leadership is a purely human phenomenon, which resides in individuals and groups.

Nevertheless, Bennis, (1989) and De Pree (2004) are both in agreement that leadership is a process of mastering certain ways of doing things in a better way than others. De Pree (2004) also mentions that leadership is an art people need to practice over a period of time to generate better results. According to Orozi Sougui et al., (2016) human resource is the prime important resource of an organization. Thus, in the last decade, both management academicians and practitioners have highly recognized the importance of the impact of leadership and employee motivation. They further illustrate that the role of a leader has been eminent right from pre-historical times, especially from the era of Sun Tzu in China to Mahatma Gandhi of India and Nelson Mandela of South Africa. However, Kristine Tucker (2019) argues that managers cannot force employees to be successful in organizations, but he or she can motivate employees by providing necessary compensations for their performance in the workplace. Yet, Bleich (2011) believes leaders can infuse others and facilitate shared objectives.

2.2 Understanding the Nexus between Leadership and Management

Contemporary analysis has become accustomed to differentiating between the concepts of leadership and management. However, more recent studies are increasingly indicative of the probability that this trend may as well amount to trying to make a distinction where there is no difference. It was Zaleznik (1977) who pioneered the now fashionable practice of distinguishing leadership from management. This he did by presenting the leader as an artist who uses his gift of intuition and creativity to maneuver his way through bedlam. The manager, on the other hand, is perceived as a trouble-shooter who bases his actions on precision, logic, and rationality. Ever since this scholarly attempt, which hitherto proved a watershed in the study of leadership and management, the general body of knowledge has



become littered with audacious submissions distinguishing between the two. A good example is found in the work of Bennis and Nanus (1985) who suggested that managers “do things right” whilst leaders do “the right thing”. Similarly, Bryman (2011) argues that a leader serves as a veritable catalyst who is focused on strategy, whilst the manager, on the other hand, is the operator/technician who is concerned with the “here-and-now of operational goal attainment”. But at the very heart of a major number of these distinctions lies an inclination towards innovation.

The trend continues in the work of Kotter (1990) who submitted copiously that “management is about coping with complexity” whilst “leadership, by contrast, is about coping with change”. He insisted that skilled management engenders an appreciable level of consistency and order in an organization; strong leadership, on the other hand, is desirable to cope with the reality of change in a dynamic world. This insistence on finding a distinction between the two concepts as typified by Kotter has brought about evolution from the comparatively rigid bureaucratic technique exemplified as ‘management’ to a more dynamic and more strategic technique categorized as ‘leadership’. Curiously, however, the scholar himself ultimately submits that both concepts are equally significant if an organization is to be effectively run. He extensively posits that *“Leadership is different from management, but not for the reason most people think. Leadership isn't mystical and mysterious. It has nothing to do with having the charisma or other exotic personality traits. It's not the province of a chosen few. Nor is leadership necessarily better than management or a replacement for it: rather, leadership and management are two distinctive and complementary activities. Both are necessary for success in an increasingly complex and volatile business environment.”* (Kotter, 1990, p.103).

In spite of the seeming acceptability of the idea of a difference between leadership and management, there remains some doubt with respect to whether they are actually as distinct from one another in practical real-life situations. This doubt can be said to be occasioned by a noticeable discomfort regarding the way and manner in which such analyses appear to cast management in the light of something dour and unappealing. Such resistance is evident in the writing of Joseph Rost (1991) who makes a case for a need to create room for consistency and predictability in several areas of leadership and management practice. The writer concludes that an attempt to play up the significance of the one at the detriment of the other is not a good development. Similarly, Gosling and Murphy (2004) are of the opinion that ensuring continuity during times of change is significant to successful leadership.



It is therefore crucial for the leader to safeguard those systems and structures which provide employees with a feeling of stability and security. An absence of these factors would make it improbable to continue to maintain the desired level of motivation, commitment, mental well-being, and trust. Furthermore, research findings suggest that both leadership and management form a crucial of what constitutes the same job responsibilities. After a meticulous study of what the job of a manager entails, Mintzberg (1973) highlighted ten significant roles of the manager, one of which is leadership. He submitted that leadership is merely an area of a broader managerial role. It is also important to take cognizance of the fact that a good number of challenges which the practice of differentiating between the two concepts has thrown up is occasioned by the way they are usually tailored to separate individuals. Commentators talk about leaders and managers in a way that suggests that they are making reference to two different individuals. So in effect, leaders are seen to be charismatic and effervescent people who possess the ability to inspire other people and then we perceive managers to be boring bureaucrats who are only committed to focusing on the tasks. Such a view does not however with the practical experience of a real-life manager. Generally, during recruitments, personnel are ordinarily offered ‘management’ posts as against ‘leadership’ positions and it is taken as a matter of course, that these members of staff will take on a variety of responsibilities which involve daily planning and implementation to medium and longer-term strategic planning. They do not carry out these functions in a vacuum and certainly not on their own. Rather, they work with, or as part of a team; a practice that is essential in every contemporary organizational setup. While at it, these managers motivate and inspire other members of the team, but are professional enough to be conscious of the right time to take a breather and create room for someone else to take charge at the helm of affairs.

“Most of us have become so enamored of ‘leadership’ that ‘management’ has been pushed into the background. Nobody aspires to be a good manager anymore; everybody wants to be a great leader. But the separation of management from leadership is dangerous. Just as management without leadership encourages an uninspired style, which deadens activities, leadership without management encourages a disconnected style, which promotes hubris. And we all know the destructive power of hubris in organizations.” (Gosling and Mintzberg 2003, p.54-55).

While it can be said that the amount of attention given to highlighting possible distinctions between leadership and management has helped in bringing the needed attention to the



strategic and motivational qualities that are desirable during periods of change or chaos, the oscillated representation of leaders and managers as largely different people can be regarded as an intellectual fraud with the potential to be misleading and harmful in practical terms. The logic of this stand is evident in that if it is believed, as the commentators claim, that leaders and managers are not the same people, it will be easy to conclude that it is impossible for managers to become leaders or for leaders to become managers, as the case may be; and that it is necessary for the management team of an organization to be changed every now and then according to changing circumstances. A perspective like this one is painfully constricted and is dismissive of the potential of people who occupy both roles and perform both responsibilities with ease and panache. Of course, this does not suggest that everyone will perform satisfactorily in all areas of leadership and management, nor does it posit that only one profile fits every given situation. Instead, it seeks to point out that in order to attain the highest rungs of effectiveness, organizations must aspire to recruit leader-managers who have the capacity to adjust to the role and carry out the functions holistically. Consequently, in the course of writing, the expressions: 'Leader' and 'Manager', as well as 'Employee' and 'Follower', will be used interchangeably to mean the same thing.

2.3 The Managerial Grid

Blake and Mouton (1964) developed the managerial grid as a model to highlight employee opinion about managers and production efforts. The grid also combines the two extremes. A grid with concern for employees placed on the vertical axis and concern for production placed on the horizontal axis comes up with six leadership and management styles.

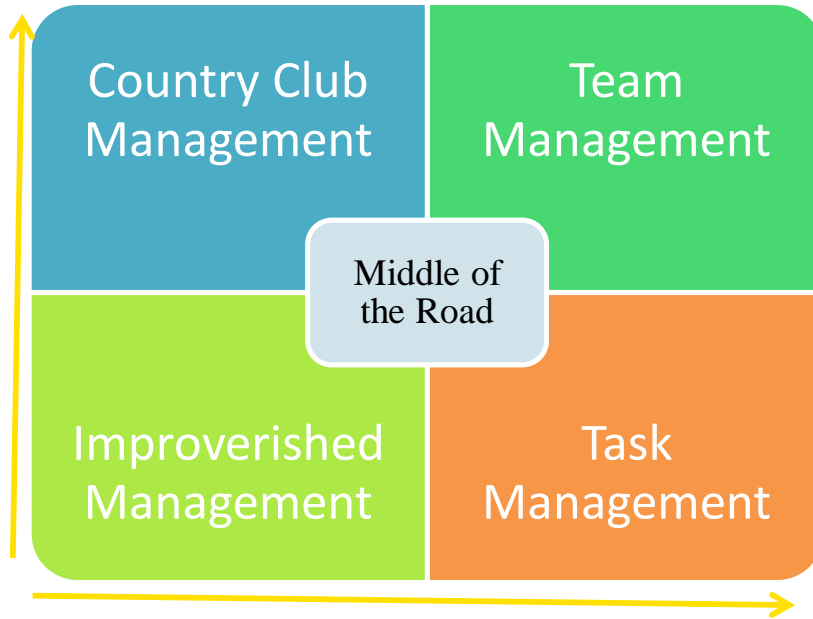


Figure 1: The Managerial Grid (Blake and Mouton, 1964)

Horizontal line refers to the production or task orientation of a leaders and vertical line refer to the employee orientation. According to this figure 'Team Management' which connotes an optimal level for both employees and production.

Meanwhile from the above work, Richard Bolden (2004) has identified a number of leadership styles and conventions; an attempt is made to review them below.

2.4 Types of Leadership Styles

Without prejudice to the trait perspective, priority is given to what leaders actually do in their daily organizational life, instead of giving more consideration to their basic features. This approach was accelerated through the writing of Douglas McGregor (1960) when he suggested that the styles adopted by the twin concepts of leadership and management are a fall-out of the individual's personal prejudices regarding human nature. He provided two distinctive perspectives about managers in an organization and summarized them into Theory X and Theory Y managers. The scholar explained that managers who fall under the category of Theory X are more likely to adopt a pessimistic opinion about human nature and rely on the assumption that the average individual possesses an inherent dislike for work and actively tries to avoid working, if possible. To McGregor, leaders who fall under this category believe that in order to ensure that people actually work, one needs to employ tools of coercion and control to compel employees to take responsibilities they would ordinarily not take. On the other side of the divide are Theory Y managers who hold a more optimistic viewpoint of



human nature and believe that effort which employees put into their work comes to them as naturally as leisure, and that the average individual, when put under the right working conditions, will not only take on responsibility but also actively strive for it. It is believed that leaders in this school of thought will ensure that the capacity to exhibit higher levels of creativity, ingenuity, initiative, and imagination in the provision of viable solutions to organizational problems is not only present but enhanced in their employees. From the foregoing analysis, it is clear that leaders who possess differing viewpoints about human nature will exhibit contrasting leadership styles. While Theory X leaders are likely to be more autocratic in nature, Theory Y leaders are likely to adopt a more inclusive and liberal style.

2.4.1 Situational Leadership

Despite the fact that behavioral theories have been effective in proffering and articulating on leadership style choices, they have not provided any form of instruction regarding what constitutes effective leadership behaviors in a variety of situations (Bolden, 2004). Some scholars have come to the conclusion that no one leadership style is all-sufficient or right for every manager under every possible situation or circumstance. Consequently, situational theories were propounded to show that the style to be applied is largely dependent on the situation, the employees, the task at hand, the organization as well as other environmental factors. According to Fielder (1964) there is no single best way to lead; rather the style of the leader should be chosen after a careful appraisal of the situation at hand. Fielder goes on to differentiate between managers who are task oriented from those who cede more priority to relationships. To him, Task-oriented managers lay more emphasis on the task at hand and tend to perform better under situations where a structure that encourages camaraderie or team spirit is already in place, structured tasks, and either weak or strong position power. In addition, they are believed to perform creditably under situations where the task is unstructured; but with a strong position power and also at the other extreme, when the leader-member relations are oscillating between average and poor and the task is unstructured. Such leaders seemingly display a more directive style of leadership. On the other hand, relationship-oriented managers do better in all other situations and show a more participative style of leadership.



Scholars like Hersey and Blanchard (1982) propounded ideas quite similar to this but suggested that there is a possibility for a leader to adapt their individual style to the situation at hand. They expressed the opinion that the level of development attained by subordinates determines which leadership style is most suitable. Hence, as the followers grow in skill and maturity, the leader will have to readjust and adapt their individual task-relationship style from directing to coaching, supporting and delegating. Again, a model comparable to that of Hersey and Blanchard was propounded by (Tannenbaum and Schmidt, 1958). They presented a series of leadership styles, ranging from autocratic to democratic, but time and space constraints will not allow for a more elaborate and detailed review of each one of them.

James MacGregor Burns was the pioneer of this concept of leadership. According he mentioned regarding transformational leadership *“is a relationship of mutual stimulation and elevation that converts followers into leaders and may convert leaders into moral agents”* (Burns, 1978, p.4). He further suggested that the concept occurs when *“one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality”* (Burns, 1978, p.20). At the center of this perspective is a focus on the leaders’ ability to motivate and empower his/her followers along with the moral dimension of leadership. Burn’s idea later metamorphosed into what is today known as ‘transformational leadership’ where the leader transforms followers: *“The objective of transformational leadership is to ‘transform’ people and organizations and to change them in mind and heart; enlarge their vision, insight, and understanding; clarify purposes; make behavior congruent with beliefs, principles, or values; and bring about changes that are permanent, self-perpetuating, and momentum building”* (Bass and Avolio, 1994; Broden, 2004, p.20). The approach has become popular with a variety of organizations and is used as a tool to bridge the gap created by organizational and human shortcomings as well as a way of coping with changing times. The concept is usually analyzed in comparison with the more orthodox transactional style of leadership which only allows a situation where a manager earns the commitment and loyalty of employees mainly on the grounds of a direct trade-off between wages, job security amongst other variables, in exchange for reliable work. An attempt will now be made to explain what Transactional style of leadership entails.



2.4.2 Transformational Leadership

Transformational leadership was a curtain raiser James McGregor Burns book about political leadership. He contrasts the differences between transforming leadership from transactional leadership (Yukl, 2014). Transformational leadership can be defined as a leadership approach that changes individual and their social systems. Therefore these approaches create and establish positive changes in followers which could be results a future leader (Kendrick, 2011). Further transformational leadership appeals to the moral values of the employees. Eventually that will raise the consciousness of the followers and will mobilize their energy for reform institutions (Yukl, 2014). By employing transformational leadership followers will feel trust, admiration, loyalty and respect for their leadership. Also transformational leaders motivate followers to do more than they originally expected to do. According to Yukl (2014) leaders transform followers by three ways one would be, by making followers more aware of the importance of task outcome; second inspiring them to transcend their personal interest to the sake of a team or organization third would be activating their higher order of needs.

However according to Kendrick (2011) transformational leadership can be describe four broad Meta categories of leaders behavior,

Individual Consideration – Treating all their followers as unique contributors and provide coaching, mentoring feedback and growth opportunities. Once leaders given individual consideration and allow followers to grow, generally followers exceed the level of outstanding performance.

Idealized Influence – The foundation that begin the healthy relationship between leaders and followers when trust is establish. In order to establish the trust between leaders and followers, followers need to exhibit the high level of motivation and ethical standards.

Intellectual stimulation - Challenge the status quo is quite important feature that transformational leaders employ. They want followers to make innovative solutions for their daily life experiences and “this is how we used to do” is not in their vocabulary. Through the vision of transformational leadership followers can connect the dotted line and see the bigger picture.

Inspiring motivation – It is the ability of the leader to show follower the right path and right thing to do. There may be number of challenges that will challenge the status quo but leader



will have to stand tall and clear followers mind with mind mapping what would the future look be like. It creates the drive for achieving shared goals and objectives.

According to Yukl (2014) there is no clear cut between transactional leadership and transformational leadership styles. However transformational leadership involve in internalization because inspiring employee motivation links with articulating an inspiring vision. Other than that transformational leadership inspires their followers as a result followers tend to imitate their leader's attributions and espouse them. Anyhow transformational leadership is an effective leadership style in global scale because it is the leadership that desired by the followers if not we could say that it is the prototype of leadership that employees desire. Irrespective of all cultural differences transformational leadership has an impact on all social levels because they transcend their positive personal interests in to a common good for the followers (Burns, 1978).

2.4.3 Transactional Leadership Style

The German philosopher, Max Weber was the pioneer of this concept of leadership style. He expounded it in his writing on the socio-economic style of organizations. He defined this leadership style as one that is earned through normative rules and regulations, control and discipline. This concept was introduced for the first time by Max Weber in his work on socio-economic considerations of the organization. In a similar fashion, Burns (2010) defined it as a work-related relationship that encourages a system of reciprocity, where a spirit of giving and take between manager and employee forms the basis of their official interactions. An example is a pay rise as a reward for commitment. The loyalty of employees was dependent on not just logic, but also on pre-existing contracts. Employees are counseled, but they are also constrained to the individual tasks given to them. Furthermore, to Nikezic, Puric and Puric (2012) wages are based on the order of seniority and according to the system in place in the organization. In this situation, there is an existing body of rules as it relates to penalties for different actions and inactions. Transactional leaders give priority to the aims and objectives of the organization and ensure that they are comprehensive and made crystal clear to employees. He/she employs the same style to assigned tasks, performance levels, rewards as well as consequences. This type of leader is determined to overlook the private interest of his employees and does not create any room for sentiment. The style is clear and direct: "If you do this, you will get this". Burns (ibid) describes this kind of leadership as a "favor-for-favor" exchange, it is a trade-off of wants, a give and take so that all parties are satisfied that



their objectives have been met. The style is particular on its insistence on carrying out set tasks in the proper way. The transactional style of leadership consists of three major branches. They are (1) Contingent Rewards (2) Management by Exception (passive) and Management by Exception (active). Mention has been made about the comparison between these more traditional styles of leadership to the more liberal transformational style. The table below contrasts these two approaches – you will note similarities with the common conceptualization of ‘management’ versus ‘leadership’.

S/N	Transformational Leadership	Transactional Leadership
1.	Builds on a man’s need for meaning	Builds on man’s need to get a job done and make a living
2.	Is preoccupied with purposes and values, morals, and ethics	Is preoccupied with power and position, politics and perks
3.	Transcends daily affairs	Is mired in daily affairs
4.	Is orientated toward long-term goals without compromising human values and principles	Is short-term and hard data orientated
5.	Focuses more on missions and strategies	Focuses on tactical issues
6.	Releases human potential – identifying and developing new talent	Relies on human relations to lubricate human interactions
7.	Designs and redesigns jobs to make them meaningful and challenging	Follows and fulfils role expectations by striving to work effectively within current systems
8.	Aligns internal structures and systems to reinforce overarching values and goals	Supports structures and systems that reinforce the bottom line, maximize efficiency, and guarantee short-term profits

Table 1: Differences between Transformational and Transactional Leadership (Bolden R, 2004)



2.4.4 Charismatic Leadership

According to Yukl (2014), the word ‘charisma’ is derived from a Greek word which loosely translates to mean “divinely inspired gift”. The charisma of a leader is often displayed in situations of social crisis, where leaders emerge with radical visions, by offering creative solutions to their followers. Charisma is occasioned by a few behavioral differences unique to leaders and which the average individual does not possess. Conger et al. (1987) describe charisma as a certain quality unique to a person which ultimately creates a charismatic leadership. However charismatic qualities of a leader could depend on the followers well as the specific attributes of the leader. As per Willner (1984) discovers that charismatic leadership neither personality based or contextually based but rather perceptual. In simple terms it is all about what followers believe in their leader not what leader truly is contributing to the charismatic relationship. Willner further highlighted two factors that contribute to the emergence of charisma between leaders and followers. They are relationship dynamics and attributes.

Dow (1969) reveals the relationship between leaders and followers as distinct because charismatic leaders present transcendent and revolutionary ideas for their followers to pursue. Followers pursue these ideas not because they believe the ideas are rational, have the potential to be rational or successful at the end, but because of their very strong belief in the extraordinary qualities of the leader. Yukl (2014) explains that a leader who supports and advocates for minor changes will not consider being a charismatic personality. Instead, it is someone who sees opportunities hitherto invisible or unknown to others that falls under the category of a charismatic leader. The key attribute of charisma is to influence people to collectively achieve objectives or goals which were seemingly impossible to achieve at a given time. Furthermore, charismatic leaders have the ability to express their thoughts, feelings and their ideologies with a vision to justify the strategy. If at any moment they fail to sustain this feeling of fantasy or ideal they have inspired in their followers, their charisma will perish at that very moment. Yukl (supra) is of the opinion that leaders who are willing to carry out self-sacrificial tasks for the collective benefit of every member of a group are usually labeled by their followers as a person with a charismatic personality. Judging by this analogy, the trust of followers is a key component in charismatic leadership, purely due to the reason that followers believe that their leadership is willing to risk substantial personal loss in many ways like monetary benefits, leadership position and another social status they bear for



the benefit of others. Also, followers look upon leaders' personal confidence levels for inspiration. Therefore, leaders who are doubtful or confused in their thought process will be less likely to have the charisma while leaders with some swagger in their behavior and confidence in their opinion and proposals are more likely to be defined as charismatic personalities. Following the confidence of the leadership, another key attribute of charismatic leadership is the influenced process (Conger, 1989). Charismatic leaders appear to have extraordinary strategic insight, self-confidence, and dynamic energy that their followers endeavor to emulate. Therefore leaders consent act in followers motivation on their self-worthiness. In other words, the praise, compliment, and recognition of a leader build intrinsic motivation for the followers. Conversely, followers could be motivated by the fear of disappointing the leader or being rejected by him. Conger and Kanungo (1987) explain the behavioral differences in a table as shown below.

ATTRIBUTES	CHARISMATIC LEADER	NON-CHARISMATIC LEADER
Related to Status quo	Oppose to status quo	Strive to maintain status quo while agree with status quo
Trustworthiness	Disinterested advocacy by incurring personal risk and cost	Disinterested advocacy in persuasion attempts
Behaviour	Unconventional and driving away from the standards and norms	Conventional adapting standards of norms
Expertise	Expert in using unconventional ways	Expert in using available means
Environmental sensitivity	Low in environmental sensitivity.	High in Environmental sensitivity.
Articulation.	Strong articulation on future vision and motivation for lead.	Weak articulation for goals and motivation for lead
Leader follower relationship	Elicits the followers	Order people to follow their view.

Table 2: Behavioural components of Charismatic and Non-Charismatic Leaders (Conger and Kanungo, 1987)



As per the above table, we could contextualize the differences between charismatic leaders and non-charismatic leadership. Charismatic leaders are contributing to the positive aspects of followers compared to non-charismatic leaders. Therefore they can lure the general public for their aims and objectives. Categorical understanding of charismatic leadership behaviors helps learn to sample a person's leadership styles.

Further analysis of his style of leadership was earlier introduced by the likes of Weber (1947) and House (1976) but underwent more development and became widely used during the last two decades before the turn of the century. At about this time, much emphasis was being laid on the importance of charisma and was generally considered the answer to declining morale occasioned by the effects of organizational restructuring, hostile competition, and stagnancies which became prevalent during that period. A leader with charisma was seen as someone who could boost morale and rally employees to key into more positive visions about the future. The nature of this style is that it borrows from the features of the transformational leader as well as the Trait theory of much earlier times. According to Northouse (2004) the four basic characteristics of a charismatic leader are:

- a. S/he possesses a dominant personality, has the natural flair to influence other people and is full of confidence;
- b. S/he exhibits the traits of a good role model and is competent in the performance of his duties;
- c. S/he is able to properly articulate on aims and objectives by given it a moral hue;
- d. S/he expresses optimism that employees will meet set targets

In spite of the popularity of this approach, there is a declining belief in its efficacy. Mintzberg (1999) is of the opinion that the loss of confidence in this style is as a result of the belief that charismatic leaders do not deal on the long term; a belief that is further reinforced by high profile corporate scandals involving charismatic leaders and a tendency to quit roles for good and move on, after their objectives have been satisfied, often leaving behind newer challenges bereft of solutions and failing to put in place a smooth transition program. It is now widely assumed that this may not be a sustainable way to lead. As a result of the style adopted by this approach to leadership, it is popularly referred to as 'heroic leadership' and there is a growing resistance to the adoption of its methods in many organizations who now look out for quieter, less individualistic leadership styles (Mintzberg, 1999; Badaracco, 2002).



2.4.5 Laissez-faire Leadership

According to Luthans (2011), laissez-faire leadership style is an abdication of responsibilities and restraint from involving in making decisions. Similarly, Robbins and Judge (2013) agree with Luthans (2011) by stating the same statement. Laissez-faire leaders are uninvolved in work with their followers and co-workers. Therefore it is hard to justify their leadership style in an organizational context. Generally, leaders who are following the laissez-faire leadership style consider as passive leaders. Their attribution affects negatively to followers performance (Judge and Piccolo, 2004). Hinkin and Schriesheim (2008) also agree with the above statement by stating laissez-faire leadership styles appear to a passive style of leadership. People who have this leadership attribute likely to keep distant social relationships with their followers. Also, they avoid interaction with their followers. Therefore it is evident that due to this long-distance relationship with leaders and followers businesses are negatively affected. Add to that avoiding their follower's means they are not confronted with the business needs and organizational goals and objectives as it should be therefor it is less likely for a business to perform to the highest level of expectations. Building on that argument Hinkin and Schriesheim (2008) further mentions that laissez-faire leadership as an "absence of leadership". They always try to restrain from their responsibilities of decision making autonomy and leave the extra leadership responsibilities for their followers. Followers see their leaders, not as a guide but just work delegators. However, Wong and Giessner (2016) see the positive side of this leadership. According to the leadership qualities and the effectiveness of their behavior depends on the perception of the followers. Therefore even though some literature describes laissez-faire as a negative style of leadership there could be a follower who would thrive and attracted to the leadership of laissez-faire. Some followers might see providing extra responsibilities and giving autonomy to take decisions as a part of empowering them. They take all the responsibilities and autonomy as fulfilling the expectations of leaders for their betterment. At this point, followers have voluntarily participated for a leader to practice their leadership style. So it is fair to argue that at this point positive or negative effect of the laissez-faire leadership style is merely on the eyes of the follower. Similarly, Chaudhury and Javed (2012) believe that in a context where leaders and followers are equally motivated and expert in their fields then the application of laissez-faire leadership could work for the benefit of the organization. For example, they mention the Relationship between scientists in a chemistry lab could be an example of this leadership



style because senior scientist will let group members make decisions and carry out investigations.

Addition to that there is a growing number of researchers who are arguing that leaders adopting individual empowerment contributing to the organization negatively (Van Dijke et al., 2012). A leader that encourages independent followers work can weaken the relationship between followers ultimately that can effect followers citizenship behaviors too. Hence this laissez-faire leadership can be contributed to an extremely negative work environment in the workplace. Since leaders are avoiding their responsibilities followers will get an increased amount of work responsibilities it will create stress for employees maybe they will end up in burnout. Likewise, this kind of leadership can contribute to interpersonal conflict among the work group due to the leader's negligence there may be some individuals who act on the absence of a leader as an acting leader. Then emotional exhaustion and other related health issues would be inevitable because employees would be demoralized and less satisfied with their work (Skogstad, Nielsen, and Einarsen, 2017). Addition to that there is one more major effect they have identified when laissez-faire leaders around in an organization that is employees getting bullying by their colleges. On that account, it is fair to argue that laissez-faire leadership has been contributed significantly in a larger proportion for the workplace bullying, harassments and major workplace misconducts (Skogstad, Nielsen and Einarsen, 2017).

2.4.6 Autocratic leadership

Autocratic leadership is also known as authoritarian leadership by some authors. Autocratic leaders are asserting from strong authority and power over others. Since autocratic leaders use power over other followers they leave clear and short information about the tasks that need to be completed. So it is not always correct to think that autocratic leadership in negative Leadership practice (Dyczkowska and Dyczkowski, 2018). Usually, most of middle and small scale organizations use this style of leadership still empirical in organizations mainly established around Latin America, the Middle East, Africa and Asia (Pellegrini and Scandura, 2008).

Authoritarian leadership never allows the staff members to make decisions and they keep distance with followers because they believe to have an ideology that in order to leader in person or group need to keep a distant relationship with the employees (Egwunyenga, 2010).



Also, number of scholars understands that most of the autocratic leaders do not give enough consideration on social-emotional dimensions of groups like maintain group cohesion, promoting group cohesion as a prominent feature in social life circle (Yukl, 2014). As a result Bass (1998) point out that most of the people tend to negatively highlight the autocratic leadership style. Further, it is mentioned that these leaders do not want to motivate their followers to exhibit loyalty and dedication towards organizations and leaders. Therefore organizations could not get the maximum outcome from their followers because follower's connectedness to organization and leadership is poorly bond. On the other hand, organizations are comprised of a group of people getting interconnected. But since autocratic leadership does not promote team cohesion people who are involved in work could witness lots of group conflicts with each other.

According to De Cremer (2004) when there is no autocratic leadership, followers will feel attached to the group and coworkers. When a leader exhibiting autocratic leadership style follower's willingness to self scarifies behavior will demoralize. Because at all the time autocratic leaders trying to limit group members or followers behavior by taking control over them by the power of their voice. This style of domination over other and pushy leadership practice of leader illustrates extremely limited amount of respect for the followers. Hence their opinions and values are taken into less consideration. So followers will get negatively affected by these leaders.

2.5 Employee Motivation

Most scholars have defined the leader as someone who motivates the followers to achieve a common goal (Orozi Sougui et al., 2017). In order to achieve organizational goals, enthusiasm is an effective tool of motivation. Therefore it may be fair to state that satisfying individual needs could arouse individual enthusiasm Haque, Haque and Islam (2014). Also, they further mentioned that motivation means achieving organizations goals while satisfying employee needs (ibid).

In the same way, motivation symbolizes a process of uplifting Individuals voluntary actions for desired direction and persistence on achieving goals and objectives (Mitchell, 1982, p.81 cited in Ramlall, 2004). People are the drive to succeed; in real life context, there are people who struggle to read their textbooks for 20 minutes continuously could have the energy to devour the whole book of Harry Potter in a day. This means motivation levels could be the



difference by an individual to another also within the same individuals it could act differently in different circumstances Robbins and Judge (2013). Therefore, they suggest that motivation is a synergy of three collective components. Those are an individual's strength, trend, and perseverance for attaining desired objectives. If we consider these three aspects by isolating each component it is evident that neither of them could stand alone without the support of others. If we take intensity, high intensity could not confirm to bring high job performance unless channeling that force for an aimed direction. Then persistence, which measures how long a person, can maintain their efforts. Motivated employees endure tasks long enough to achieve their goal. Anyhow Ramlall (2004) states four different models to identify employee motivation. Those need theories, equity theory, expectancy theory, and job design model given their emphasis and Job Characteristics Model. However, Haque, Haque, and Islam (2014) believe Maslow's Hierarchy of needs is one of the prominent motivation theories in the world. Hence Maslow theory suggests that "people always tend to want something and what they want depends on what they already have". Therefore Maslow categories human needs in five different stages.

2.5.1 Hierarchy of Needs

Physiological needs – Shelter, food and other bodily need

Security needs – Security and protection human health and properties

Social needs – Friendship, intimacy, family and sense of connection

Esteem needs – respect, recognition and freedom

Need of Self-actualization – Achieving ones full potential



Figure 2: Maslow's Hierarchy of Needs (Abraham Maslow, 1943)



Mashlow has separated these five needs in to layers from bottom to top in an order where employees basic needs comes bottom layer and satisfying each the bottom layer means employee will fall in to the upper layer of the triangle.

2.5.2 Theory X Theory Y

Apart from these Robbins and Judge (2013) reports Douglas McGregor (1960) first presented the theory X and theory Y for motivation. He identified that human nature in two distinctive ways. Under theory X managers believe some employees are inheritably dislike of work and therefor monitoring them and directing them inside the workplace in vital for organization performance. Besides theory Y explain average persons are willing to accept responsibilities and even seek responsibilities they see work as something as indulging play and rest in organisms life time. According to Markwell (2004) people who fall for Theory X and Theory Y are following:

Theory X	Theory Y
Individuals need close attention and supervision	Individuals need freedom to perform their task
Will avoid responsibilities	Individuals seek responsibility
Supervision will have to force them to perform	Individuals will drive them self for perform.
Supervision must act as the source of information and transmit it to the followers	Rigorous, ingenuity and creativity are adopted this society.

Table 3: Theory X and Theory Y (Douglas McGregor,1960)

2.5.3 Two-Factor Theory

Frederick Herzberg's Two Factor motivation theory is another motivation related theory that came has presented in late 1960s. As per Robbins and Judge (2013) all individuals attitude towards work is equal and level of attitude towards work could determine failer or success. Therefore Psychologist Herzberg asked individuals in a detail situation to describe which they felt good or bad about their jobs. According to the respond he get he has developed the



Two-Factor Theory. According to this theory there are two criteria's one would be Motivating Factors and other would be Hygiene Factors.

Motivation Factors – Achievement, Recognition, Work itself, Responsibilities, Advancement and Growth

Hygiene Factors – Company Policies, Supervision, Relationship, Work conditions, Remuneration and Salary

As per Herzberg findings the opposite for satisfaction is not dissatisfaction which was the traditionally believe on motivation (Robbins and Judge, 2013). Eradicating dissatisfied characteristic will not make job satisfaction. It will only make no satisfaction. Same would apply for the dissatisfaction; the opposite of dissatisfaction is no dissatisfaction. According to this theory management staff in an organization should understand that eliminating job dissatisfaction would not mean that employees are motivated but it creates a situation of no motivation.

If leaders want to satisfy employees leaders should focus on factors that directly associated to work itself or outcomes of the work. Those would be intrinsic motivation factors like personal growth, promotional opportunities, recognition, responsibility and achievement.

2.6 Relationship between Leadership and Motivation

Leadership and motivation are the two topics that have got a significant amount of attention in the past two decades especially in the management literature (Schaffer, 2008). When defining leadership, the term 'motivation' is always incorporated with leadership (Orozi Sougui et al., 2017). Leadership is the ability to influence and motivate others to get an effective result from the group they are involved in as members (Schaffer, 2008). So it is understandable that without motivating the follower's leadership in an organization be successful. In simple terms, motivation is an effort of individuals. People who are motivated are willing to exhibit a high level of effort in their daily work. Their effort is conditioned by satisfying individual needs. However, if have we take an example of a newly joined employee in an organization and fairly old employee in an organization. The new employee could be high in motivation due to enthusiasm for work. But this new employee could be making mistakes in his work due to inexperience he possesses. But this would not be the same as related to a senior employee. They might be at a lower level of motivation compared to new recruitment. But with their experience, they could complete their day to day work



without any complications. In that case, leaders should identify that motivation is one attribute for employee performance. But it is not all about employee motivation that contributes to employee performance. There are other factors like a person's ability to handle the task is also important (Schaffer, 2008). Also, leader and supervision role has a huge role in inside the organization to make employees motivated. Goal setting theory has been an outcome of this result. Establishing reasonable and challenging goals can lead to a motivating and energetic business environment (Locke and Latham, 1990). However, they emphasize that goals that are challenging can contribute to employees' self-efficiency. Because according to employees perspectives setting up goals for employees represents the expectation level of the leader considering employees ability there it contributes to the level of motivation of the employee. Yet a leader must be meticulous on setting goals for the employees, even the goals would be too hard or easy would be demoralizing for the employees. Leaders' role is to convince the employee that they have given the opportunity for employees to perform for their own betterment. If the goal that a leader has set goes above the level of realization employees will fall into a mindset of thinking themselves that it will be a waste of their effort to enduring for an unrealistic goal.

Further Expectancy Theory would be an insight full theory for leaders to postulate upon. This theory suggests that individual level of expectation could contribute to their motivation (Van Eerde and Thierry 1996). Here employees are strongly desirable for meeting their personal goals. Therefore they put their effort into a certain task that will ultimately yield both employees and organizational goal accomplishments. At this point, the perceptual link between effort and performance has bonded with goal setting theory. If a leader establishes a too difficult goal for the follower the effort and performance expectancy link would be broken. The result would be a decline in motivation. For better understanding this we can relate this theory for a student. Base on students understanding about the studies they are pursuing they will come to a judgment that the "X" number of hours for the study will get them the best results. That is a positive expectation. However if they an ambiguous about their grades will not have any effect from the number of hours they are studying that lower motivation will affect student with a negative expectation. Therefore leader's role is to aid the employee positive expectation so that the organization can retrieve fruitful outcomes (Schaffer, 2008). Then Schaffer (2008) mentions the relationship between performance and rewards. Performance rewards could be triggered as pivotal criteria for motivation. Theses



performance rewards can raise employee's expectations which is a positive expectation. Therefore employees motivated to follow financial or non-financial benefits that ultimately bring higher organizational performance. At this point leader's role is to set rewards plan and stay true to their words. If these two criteria are met leaders are effectively contributing for organization performances.

2.7 Impact of the Culture

For all most three decades management researchers and social scientists have questioned the applicability of the western, especially American management theories use for other countries (Qureshi, Zaman, and Bhatti, 2011). Hofstede (1980) has argued that American management theories are a reflection of the culture and environment that they are present. So he argues that American management cannot be separated from American culture. Every culture has developed on its own history and they have their own and unique insights into managing organizations and employees. For this reason, all cultures are used to apply their own unique specific blend of managing theories for employment. So then what is this culture? Culture is a set of norms, values, and standards for behavior that a certain group of people or society accept. These behavior pattern among the society will support individuals to be cooperative and achieve organizational goals (Qureshi, Zaman and Bhatti, 2011). According to Hofstede (1980) culture is not a characteristic of individual personality types. Culture encompasses a group of people who share the same education and life experiences in their daily activities.

Further to the research of Hofstede, he has identified four different criteria's to distinguish the different culture of one country to other cultures. Then he has labeled that as dimensions and those four dimensions are Power Distance, Uncertainty Avoidance, Individualism-Collectivism, and Masculinity-Femininity. Referring to each of these criteria's we try to differentiate one set of cultures to others. However same time Hofstede (1980) mentions that characteristic of these criteria's does not mean every single individual represent these characteristics but because we analyze culture in broad perspective it is unfair to apply it to all personal characteristics. Anyhow analyzing each of these four dimensions is important to develop the sustainability of the organization. The first dimension Hofstede (1983) discuss is individualism versus collectivism. According to his dimension, some countries prefer to look after only themselves not trying to worry about others. But some countries their culture form in a tight way in which they have to look after each other's include their extended families,



tribes and etc. Further Hofstede (1983) mentions developed countries like the United States, Sweden and some other wealthy countries including a majority of European countries entertaining the culture of individualism and countries like Japan, India, and Taiwan experiencing collectivism in their culture.

Secondly, Hofstede (1983) discussed power distance. Here it deals with the fundamental issue of how societies deal with inequality among peoples. People who are from small power distant societies believe people should be independent but in large power distance societies, they tend to believe people should be depended and few should be independent. In an organization context power distance apply with the centralization of authority and autocratic leadership. This has been rooted in the mental programming from the respective society of people who are in the top of the hierarchy. Also, people who are in the bottom of hierarchy tend to satisfy their psychological needs by dependency. The third dimension is uncertainty avoidance dimension Hofstede (1983) observe that in some society's people are willing to take the risk of uncertainty because the future is uncertain and it always will be. They are extremely tolerable on taking the risk, allowing others behaviors and opinions which are different for them to practice and hear. These are attributes of weak uncertainty avoidance societies. On the other hand, societies who are strong in uncertainty avoidance want to avoid unpredictability, they feel insecure when information is hidden therefor they could find lots of anxiety and nervousness in their societies. People's emotionality and aggression are empirical in these societies. This society tries to avoid risk in three ways. Technological avoidance of risk would be the first way they try to avoid risk they build power stations other man-made items to secure themselves from nature, war and other disasters. Then they demand security of law for protecting themselves from unpredictable human behaviors. The third one would be religion; here society's interpreted unpredictability avoided by the experience of far beyond superpower than others capability. The final dimension Hofsted (1983) explains the fundamental disparity between sexes in society that masculinity and Femininity. In some societies, there could be arbitrator responsibilities between sexes. They divide the task that should perform by men or women. These responsibility divisions are made largely by society rather than biological grounds. Therefore in some societies, they try to minimize the social divided sex roles. Hofsted also mentions that the Indian subcontinent has moderate masculine culture and four Nordic countries and some European countries have moderately feminine cultures.



In contrast, Schein (1992) suggests that leaders who are appointed for a particular organization will have to spend their time on identifying that particular culture they have been put in. because leadership and culture have been laced together. The culture of an organization means how people interacted with each other if not we can mention it is the community inside the organization. However, Schein (1992) further mentions that leaders cannot manipulate culture easily. But there is a possibility that leaders can influence the culture. This could be done only by effective and strong leadership practices. The researcher has identified that the culture of the organization and leadership style of their immediate supervisor attributes are almost in parallel to each other (Qureshi, Zaman and Bhatti, 2011). Yet the interesting part of this statement is they claim that the relationship between organizational culture and leadership of an organization could be extended to the organization performance. According to Keup et al. (2001) culture of an organization clearly, affect the way of employees' behavior and the way employees go about their work. But the effective culture of an organization would not just happen that has been created by the leadership of the organization. Therefore leaders' role is to analyze the culture and then reform for something more productive and efficient. Then pass it on to new employees who would take part in the organization. So organization culture has an effect on employee performance and has the potential to affect employee satisfaction. As a result culture has an influence on leadership styles that has accepted by an organization



3. Chapter Three METHODOLOGY

3.1 Introduction

This part of the study provides a concise presentation of the approaches and philosophies used in the work. It provides a critical analysis of the research methodology, approach, research strategy, methods as well as the study's sampling technique, validity/reliability, and ethical consideration. Also, the data sources/collection will be discussed for the purpose of clarity and justification. The reason for this is to enable the reader to have a good understanding of what the research is all about (Saunders et al. 2009).

The methodology has however been described as the systematic and theoretical analysis of the methods applicable to a field of the research study. It consists of the theoretical analysis of the entirety of both the principles and methods which have to do with a specific type of knowledge (Irny, S I. and Rose, 2005). It is necessary to quickly point out that the common assumption as it relates to the synonymy of methodology with the method is a common misconception and therefore incorrect. Saunders (2007) has suggested that both terms do actually refer to different meanings: while the term 'methods' has to do with the procedures as well as the techniques employed in the generation of, and analysis of data, 'methodology' on the other hand, has to do with the theory of how research ought to be carried out. This part of the study will, therefore, be dedicated to articulating the totality of approach(es), strategy(ies), technique(s) and procedure(s) employed during the course of carrying out this research thesis. As mentioned above, it provides a critical analysis of the research methods, sampling technique, validity, and reliability as well as ethical consideration. Also, the data sources/collection will be discussed for the purpose of justification and clarity. This is important in order to allow the reader to have a strong grasp of what the research is all about (Saunders et al. 2009).

3.2 Methodological Approach

According to Saunders et al. (2009), one constant in any research is the application and use of theories. Whether overtly, that is, such theory that is made explicit in the research design, or covertly, which in this case is such theory that is not made immediately visible in the design of the research; the depth, as well as the range of clarity of a researcher's theoretical choice, invariably determines the ultimate shape the design of the research project will take.



Meanwhile, Arbnor & Bjerke (2009) explained that the way a researcher attempts to describe the world or a specific phenomenon is based on his or her personal presumptions. Accordingly, the purpose of conducting research is to create knowledge in order to either explain or understand a given phenomenon. Furthermore, Corbin and Strauss (2008) expressed the opinion that the world is complex and ‘there are no simple explanations for things. It is impossible to take a simplistic view of phenomena, taking cognizance of the fact that things are seldom, if ever merely black or white. It is, however, necessary to consider the wide range of differing perspectives and acknowledge the fact that a multiplicity of factors can influence situations. The world can be perceived, interpreted and understood from varying perspectives, depending on how we see, understand and describe things (Arbnor & Bjerke, 2009).

Consequently, whatever methodological approach is to be taken on a research project such as this is ordinarily resolved by taking note of the topic on which the research study is focused on (Collis and Hussey, 2004). Three methodological views have been noted as identifiable during the creation and development of knowledge. The proper view to be adopted out of these options is to be decided only after a comprehensive understanding of the research topic. This is a safe mode option, considering the fact that the different approaches will definitely provide different views for the researcher. Therefore, only one that appears suited to the research topic and tailor-made to the study will be chosen. Although, the possibility that the final choice will be influenced by the personal views and opinions of the researcher remains constant (Arbnor & Bjerke, 2009). Whatever the final choice of a methodological approach will be, the researcher’s own presumptions will be clarified, interpreted and comprehensively presented.

The three methodological views, as stated, are the Analytical View, the Systems View, and the Actor’s View.

Analatical View

This approach is said to have originated in classical analytical philosophy and steeped in the tenets of western thinking. This view holds that the quality of reality is fictive and has a summative character. Put more simply, it propounds that the whole is equal to the sum of the parts. Hence, once a researcher becomes conversant with the different parts of the whole, these parts can be pooled together to come up with a complete picture. Here, what constitutes reality is made up of facts which could be both objective and subjective opinions (Arbnor &



Bjerke, 2009); the one being based on people's opinions and the other being non-questionable facts like age, gender et al. it rounds off through the creation of hypothesis, cause and effects and has the inclination towards a quantitative kind of research (Arbnor & Bjerke, 2009).

Systems View

This view takes an independent outlook on a problem and focuses on elements of it. The central idea behind this approach is to provide a comprehensive analysis and ensure that reality is thoroughly understood. The assumption is that what constitutes reality is set up in a way that what constitutes the whole is distinct from the sum of the parts. The effect of is that both the parts as well as its relations are all important since they will all lead to either plus or minus effects. This approach is widely considered to be acceptable in contemporary business theory and practice and has been used to solve business-related problems since it gives room for issues to be treated in a realistic manner.

Actor's View

This view considers that the other two views employ the use of methods that have too much of an influence on the final research findings. By relying on the use of questionnaires or focusing on isolated systems, the likely outcome of knowledge is constrained and therefore limited. It will be impossible to then refer to such knowledge as it has been guided from the onset of the research.

3.3 Qualitative Research

The qualitative research approach is the choice of research adopted for this work. The rationale behind this choice is based on the fact that it suits the nature of the research that is being carried out. The topic, *Impact of leadership style on Employees' Motivation* is derived from the field of Social and Management Sciences otherwise known as the Behavioral Sciences. It pays paramount attention to human behavior in an organizational setup, specifically how the management style adopted by a leader affects employees and how they respond/react to related factors. The qualitative style of research provides a strong understanding of the social sciences in particular and human behavior in general. It trumps the quantitative method which dwells more on statistics and numerals.

There are unlimited possibilities to learn when employing qualitative research. This is due to the fact that both researchers and participants can relate on a human level to get access to participants' stories, observations as well as explanations of their experiences (Corbin and



Strauss, 2008). This research approach captures, effectively the richness of an individual's experience of certain circumstances and occurrences (Klenke, Wallace and Martin 2015). Since we have opted to conduct our research using the qualitative approach, we gain information from our respondent's viewpoints and afford them the liberty to express their genuine experiences, concerns, and observations. Klenke, Wallace, and Martin (2015) have concurred that in the qualitative research, participants and researchers cooperate in the process of data collection and reach an understanding in order to create a "story" that reflects the voice of participants.

We are convinced that exclusively, when considering the field of leadership, the qualitative approach adds important principles to the study, by providing healthy and broad explanations of experiences, from the employees and leaders.

3.3.1 System View

Reflecting on the nature of the topic of this study, and the research questions, we decided to conduct this research based on the systems view. Through the system approach, the ideology is described and explained to provide an understanding of clear reality (Arbnor & Bjerke, 2009). The reason for choosing the system approach is because we would like to explain the phenomenon of leadership styles affect an employee's motivation as a system. Arbnor and Bjerke (2009) concluded that systems are made up of mechanisms that are jointly depended on each other, which implies, leaders and employees can be considered as individual mechanisms of the system, in which they design an interactive relationship with each other and by doing our research on both sides, "leaders and employee" point of view, we can arrive at a better explanation of the phenomena we seek to explain. When looking at our research "impact of leadership styles on employee's motivation", as researchers, we understand the system view is vulnerable for this study since we understand the system's language.

3.4 Research Method-Case Study

When a study is deliberated according to the system approach, it is favorable to use a case study since it is a practical method for a complex issue. From the scholars' viewpoint, Case studies most times are illustrative, neutral and impartial since it tries to find an understanding to problems discussed (Arbnor & Bjerke, 2009). a case study can be used in many situations



but for our research, this method will help us explore the different leadership styles, and effects on employee's motivation at the Shahjalal Islami Bank Limited of Bangladesh.

Since this study is based on the systems view, and our purpose is to investigate the problem at SJIBL to collect information regarding the subject we decided to go with the case study-based method. Adams, Raeside, and Khan (2014) states, 'case study is an in-depth study which explores issues, present, and past', and it can study organization, department, group or individual persons. However, Wallace and Martin (2015) states, that the case study approach allows the researchers 'to retain holistic and meaningful characteristics of real-life events such as leadership courses. Case studies can either be multiple or single, but all depends on the researcher's decision on which is suitable for the research topic or objective. The purposefulness of case studies is to comprehend the case from a unique point of view, and often the questions are asking "how?" and "why", rather than "what?" (Adams, Raeside & Khan 2014; Klenke, Wallace, & Martin 2015).

3.5 Data Collection Method

Data can be collected by conducting interviews, reading different articles, journals, books, and many other documents or from different data sources (Corbin and Strauss 2008). Saunders et al. (2009) have concurred that there are mainly two categories for data collection which are, secondary and primary data. For this study, we are going to use both secondary and primary data.

3.5.1 Primary data

It should be noted that primary data are data that are collected by the investigator, in other for them to be used for a specific purpose to achieve the aim and objective of the research. In this kind of data collection, the researcher gets his or her information by means of surveys, interviews, case studies and questionnaires (Saunders et al 2009). Primary data for this research was collected by conducting interviews. This method aided the selected samples in the course of answering questions, with us creating a conducive atmosphere for relaxed discussions. Hence, the respondents were mostly able to discuss freely and answer questions about motivation and the kinds of leadership styles adopted by managers at the Shahjalal Islami Bank Limited. Also, We were given verbal permission to conduct these interviews and recording of statements by Human Resource personal, before the process began. Each interview lasted an average of thirty minutes to fifty minutes.



We conducted interviews with both employees include both leaders and followers at Shahjalal Islami Bank Limited. During the interview sessions, we asked the respondents direct verbal but open-ended questions, while making use of an audio recorder to record the proceeding which was then translated to text form. The transcript version will be made available for critical assessment in this research. A narrative analysis was used in this case study to give a clear knowledge and understanding of the interviews. This individual interview was analyzed, underlying the different approaches and perceptions of different interviewees.

3.5.2 Secondary data

Secondary data are collected from books, reports, journals etc. this kind of data is already collected by other researchers for a precise study. There is a problem when using secondary data since it must have been formerly collected for use in a different way and may not be suitable for your research topic (Saunders et al., 2009).

For this study, we have explored different secondary data sources that is presented on the literature re view. We also formed the base of our primary data according to how we have understood the topic by reading secondary sources.

3.6 Selection process

Sampling technique is the method a descriptive part of the population sample of research for the aim of characterizing the whole population is chosen (Latham, 2007). There are two types of sampling techniques; there are probability and non-probability sampling. The probability is mostly connected with surveys with unique features of the sample been selected from the all-inclusive population is known, and sometimes equal for all circumstances (Sekaran 2003; Wilmot, 2005). The non-probability sampling emphasizes the statistical interpretations about the whole population as the probability of the sample used from the whole population is not known (Douglas and Craig, 1983). A good advantage of this sample is that it is cheap; it cost just a little or nothing (Babbie, 1990). There are different methods that are adopted in non-probability sampling; there is quota sampling, purposive, convenience and snowball. However, for the purpose of this study, the purposive non-probability sampling was adopted because the participants of the research study are non-randomly selected.

When we formed our research questions, we were sure about including employee experiences in our study. So already at the early stage of the research, we thought we could focus on the



case study which is Shahjalal Islami Bank Limited (SJIBL), a bank of Bangladesh, and think about possible interviewees which will both include followers and leaders. The first criterion for the interview participants was that they were working at SJIBL as an employee or a leader (manager). Another important condition was, that we would focus only on the business field, and that is why we chose a banking organization and not some political organization. Out of a hundred and twenty branches of the bank, we decided to focus on three large work stations; these are- The Head Office, Foreign Exchange Branch, and Dhanmondi Branch. It was sensible and possible to collect data only from this branch because we wanted to get different perspectives of the problem from the various and unique participants.

Moreover, Qualitative research is an inductive kind of research that allows for a smaller number of participants was adopted for this study since it suited both the researcher and the study itself. Embarking on a wider hunt for more participants would have been time-consuming, rigorous and expensive. It was quite easy for us to find appropriate interviewee candidates for our primary data collection. Fortunately, one of us worked in the bank before and used their personal network to help us get in touch with our participants.

3.7 Validity and Reliability of Research

Validity is a way of knowing how well an instrument measures what it claims to measure and Reliability is involved with the testing of the constancy of an idea using a measuring instrument (Sekaran and Bougie 2010). This research followed a semi structured interview. Therefore, in order to uphold the reliability, permission was taken from the participants to record. This made it easy for us to listen to the interviews over and over again and get details of all the information provided by the participants.

In order to achieve a high level of validity in a qualitative study, researchers must conduct interviews with as many people as possible and also read a lot of secondary data to support the empirical finding (Arbnor & Bjerke 2009). According to Klenke, Wallace, and Martin (2015), a researcher can enhance the validity of research by using different data sources.

Yin (2014) states, data triangulation enhances the strength and credibility of a research case study; in other words, conducting multiple interviews in one case study on the same subject increases the validity of the research.

As we have conducted five interviews with people from the same occupation but different roles and cultural backgrounds, we would conclude that we have gained a good level of



triangulation by achieving different perspectives of our research topic “impact of leadership styles on employee’s motivation”. We have studied the phenomena from employees to a leader point of view, of which the participants of the study occupy different roles, but however, what is important is that each participant has practically experienced a different leadership style from different leaders.

3.8 Ethical Considerations

As Saunders et al., (2009) has defined research ethics as, a behavior that guides a researcher’s conduct in relative to the rights of individuals or groups of people who become foci of your work and usually supplemented by social rules. Considering the fact that the participants in this study are professionals who work in SJIBL, a number of issues had to be addressed. Ethical considerations are an important issue underpinning every research and are described as collecting and storing data in a moral and responsible manner (Speer and Stokoe 2014). Diener and Crandall (1978) suggest four principled considerations regarding ethics during the conducting of research. These considerations could include. If there is harm to the participants, lack of informed consent, privacy invasion and deception.

During this research, the above four ethical considerations were followed. Before conducting interviews, we asked for the concern of participants by letting them read and sign a consent form which explained to them why we needed the empirical data we hope to collect. We were able to convince participants that primary data was going to be obtained anonymously, and cannot ordinarily be traced back to them. We ensured that subjects were not deceived regarding the purpose of our research. The participants were given enough time and afforded enough comfort to answer the interview questions so that errors could be avoided. It was also treated confidentially, as just the interviewer and the research supervisor had to access to it. Subjects were not also, forced to lead out information that was not comfortable for them to share, as it was our responsibility to ensure maximum security. The collected data was stored in a secure way and was used only for the purpose for which it was collected. Finally, this research adhered strictly to the ethical principles and guidelines of Linnæus University, Sweden and it is hoped that upon final submission of the thesis, it will be approved by the research ethics committee at the institution.



3.9 Research limitation

First of all, we lacked financial resources to travel to Bangladesh to conduct the study in person that resorted to be a major stumbling block. We ended up resorting to telephone communication, which limited us to organize a direct face to face interview with our participants. Probing respondents using telephone interviews was a problem as we could not observe their behaviors or facial expression. Another barrier we encountered whilst conducting the study was the reluctance of employee to share personal perspective\experience, due to fear that he\she can be punished for letting out information that is delicate to the organization.

Additionally, internet connectivity was also a problem especially for the WhatsApp call interviews. This made it difficult to understand what the respondents were saying, some respondents hanged up whenever the telephone connection was bad.

Furthermore, respondents who did not have access to WhatsApp or Viber on their smartphones were automatically left out. This meant that our study was biased towards certain respondents who had smartphones hence making it difficult to generalize our findings.



4. Chapter Four Empirical Data Review and Analysis

4.1 Introduction

This chapter analyses the collected data and presents the results of the research study by employing a narrative style. It includes a narration of the characteristics of the interviewees who participated in the main research study and contains the results of the analyses of the interview method employed. According to Saunders et al., (2009) Data Analysis is the process of assessing data to give it sense and direction. Meanwhile, it is important to point out that the approach employed for this research is the qualitative research approach. Qualitative studies collect non-numerical data such as observations, written text, statements or explanations (Creswell, 2014).

For this research, the plan was to use a number of data analysis techniques to structure the collected data, taking cognizance of the fact that there are several methods employable when analyzing data of this type. Nevertheless, the method of analysis of choice as Gillam (1999) succinctly put it became dependent on how the researchers understand it, what information they consider relevant as well as what the collected information means. We opted to begin our data analysis procedure with “Narrative Analysis”. Narrative data analysis is very useful in analyzing and evaluating qualitative data since it evaluates the interview respondent. It asks what their statements say about them as well as what it says about the issue(s) under study. The cases from our study were assessed differently and a concise opinion will be provided in an attempt to comprehensively explain or narrate those (Saunders et al, 2009). We followed this way considering the fact that the research was based on a case study, which is ordinarily very unique and different in certain respects. We would present the genuine data and discuss them as they are.

Therefore, all participants’ answers to the interviews were compared and analyzed to know the similarities and differences in their various perceptions and opinions. We found the differences and similarities for the cases and tried to imitate them with the theories we have presented, thereby combining our collected data with the literature from previous studies. With this strategy, we have the opportunity to match cases, obtain explanations and make sense out of our collected data and seek a better understanding of our subject.



Cases	Field of Work	Position	Medium	Call Duration
Case- 1	Head Office	Asst. Vice President	Messenger	33 min
Case- 2	Foreign Exchange Branch	Executive Officer	Messenger	50 min
Case- 3	Dhanmondi Branch	Vice President	Viber	33 min
Case- 4	Dhanmondi Branch	Asst. Executive officer	Skype	30 min
Case- 5	Head Office	Asst. Vice President	Viber	35 min

Table 4: Demographics of Interview Participants (Authors, 2019)

The above table shows some information about the interviewees; their role in the bank, as well as present branch of operation. The questions were asked from the follower's perspective. Some of the participants had experience on both sides and fulfilled both perspectives.

Participants were, at the time of carrying out this interview, all residents in the Nation of Bangladesh. However, out of a total of five participants, two were based in the Head Office, two were operating in the Dhanmondi branch, while the further one was on deployment to Foreign Exchange Branch.

4.2 Opening Questions

Opening questions in the interview were styled in a way to know more about the respondents and help them feel relaxed. It was open-ended and structured to give the participants sufficient opportunity for self-expression. The reason being that this researcher felt that the more room they were given to speak about themselves at the early stages, the higher the probability of being more expressive about more direct and incisive questions that were to come later in the interview.

The interview took the shape of a discussion through different social media platforms to the selected interviewees. It was divided into four parts viz, parts 1, 2, 3 and 4. Each part focused



on sub-aspects of the issues that form the subject-matter of the research. Hence, questions under part one were designed in such a way as to introduce the respondents to the reader/researcher in their official capacity within the context of the organization. Part two attempted to extract the personal opinion of the respondents regarding what inspires their motivation and loyalty to the organization. Part three focused on the leadership strategy adopted by the organization. This was done in order to properly pinpoint, through the eyes of employees, the most prevalent leadership style in organizations. Meanwhile, part four was concerned with determining what factors are more likely to serve as catalysts for employee motivation. Hence, questions that form this section afforded the respondents the liberty to articulate situations, scenarios, policies, and styles that have the potential to motivate and improve both levels of efficiency and job satisfaction.

The main purpose of this study was to find out how the different styles of leadership influence the level of motivation of the employees in Shahjalal Islami Bank. We also intended to provide a sort of road-map for the management of the Bank which will help them pinpoint the less productive styles of leadership which have contributed to the challenges encountered in the quest to achieve their full potential. It was also intended to increase awareness on these relatively less productive leadership styles. The reason for this is so that their most valuable resource, which we believe are the employees, can better realize their personal goals while they are pursuing to achieve business goals and objectives. Also in this thesis, we will try to focus on different leadership styles and their practices, and in addition, we will try to explore which motivation tools their management uses for motivating their employees. Consequently and as earlier mentioned in the introductory chapter, our objective is to find out the combination of leadership styles and their practices, and how these two factors impact the level of employee motivation. The objective is to present findings for the question of how the different leadership styles impact on the level of motivation of employees in Shahjalal Islami Bank Limited.

4.3 Data Presentation

4.3.1 Case 1 – Mr. KM

Mr. KM has been serving in Shahjalal Islami Bank Limited for seven years. Currently, He is serving as a Middle Manager at the Head Office of the Bank. Prior to that, he had served in two other banks; he has expertise is in Documentation, Monitoring, and Recovery of



advanced loan. Currently, he has ten employees in his team and he directly reports to Deputy Managing Director of the bank. From discussion with him, we endeavored to have an insight about how he has been experienced with different leadership styles at his workplace.

According to Mr. KM, he encourages the employees to speak up with the problems they face while they are working. He believes that by establishing the open-door policy between leaders and followers, it uplifted the energy of the work environment. *“Open passage between employees and managers can ensure a friendly environment in the workplace which could resolve any number of problems that employees confront in their day to day life”* (KM, 2019). As a leader for his followers he always tries maintains this relationship with subordinates. However, according to his understanding, his leadership does not willing to practice this relationship with him and his co-workers. Which make him unhappy with his leadership but KM make sure this unhappiness with his leadership will not affect his followers or their work. It is he believes that *“Communication is the most important; because if there is any lack of communication the whole process would be interrupted”* (KM, 2019). Employees voice must be heard by the leadership if not that will negatively effect on performance and behavior of the followers. Leaders have the responsibility of coaching, mentoring and giving feedback for their employees. Generally, most employees like to maintain a healthy relationship with their leadership. An employee does not hesitate to seek guidance from the leadership. But the problem is that whether the leaders are willing to treat for the followers by giving them the necessary feedbacks.

Then Mr. KM speaks about the factors that motivate employees in the bank. He believes including him is motivated by the leader’s professionalism and how they treat for the followers. While they are working in their daily tasks they expect to get recognition and appraise for their commitment. Also if they feel leader respect follower and let them feel they are a part of this organization they value it a lot. Even Mr. KM does not like to feel like a subordinate to somebody, they like to exhibit and perform their task like he himself has an authority to work and make decisions in this organization.

Mr. KM further highlighted that *“In some occasions, we have to work extra hours beyond our original work agreement. It is because of the urgency of the situation with the customer's demand. But our leadership does not recognize this commitment and also they are not willing to give us any other compensations for our extra commitment. Therefore people are not willing to work extra hour”* (KM, 2019). Because of these attributes of the leading employees



get unhappy with their work situations and also Mr. KM believes it effects negatively for this family and this social life. So he suggests his leaders should be more linen on employees and understand employee's needs. Imposing some unnecessary pressure on employees makes them unhappy and organization culture depressing

4.3.2 Case 2 - Mr. SM

Mr. SM is an Executive Officer in Shahjalal Islami bank Limited deployed at its Foreign Exchange Branch with the responsibilities of import processing of trade finance. He joined the bank in 2013 as a management trainee, prior to that he got his Masters in Mathematics from The University of Dhaka. He has been working in a team which is supervised by an Assistant Vice President. He has the ambition to become a part of the top management in the banking sector of the country.

SM Revels that *“the powers to make decisions and give authority to perform their tasks are solely depended by his leaders”* (SM, 2019). Therefore SM gives us the impression that his leaders more tasks oriented than people oriented. But he then mentions that leadership practices are different from person to person. however, he believes his leadership has more focus on authoritarian powers. Also, he understands that the current policies of the bank make them more authoritarian than they actually wish to become. Even he points out the annual performance review process and mentions that leaders practice nepotism to some extent where good performers get discouraged by the acts of the leaders. *“Leadership here in general thinking by themselves, whatever the leaders think should be performed by the followers, it makes scary feeling among employees because if they do not perform their duties as leaders verdict there is a chance of an adverse situation in the performance appraisal which will affect salary increments and promotions”* (SM, 2019).

With the discussion with the Interviewee, we have come to know that most of the employees like to see their leaders as a mentor for them. According to SM mentors can influence the mentee to build a passion for their work. As results leaders as mentors can inspire the followers to love their work and take the maximum outcome of their performance. *“Each and every manager should invest some time on their followers to understand that what the workers like to do and what is their ability to do things perfectly”* (SM, 2019). But the problem in the bank is that the leaders do not have enough time to devote to understanding



workers abilities and attributes. Therefore the distance between leaders and followers has been widened. If leaders can mitigate this gap it would be beneficial for the organization.

After that SM was speaking about the work pressure that they are facing inside the organization. Employees have limited space to discuss their goals and objectives. Leaders are constantly pressurizing them to bring new customers and increase the volume of their sales. Therefore employees are facing loads of work stress. So there is a possibility that its effects on their social and family lives. This statement by him has reaffirmed us that he is experiencing some level of autocrat sum in these leaders. But then he has mentioned that he is seeing a positive side of this conduct because it creates a high level of profitability in their sales and marketing sector. *“If this authoritarianism is not there and leaders are linen of workers there is no way we are today now”* (SM, 2019).

As a follower, he suggests his leaders should be to be knowledgeable on all the activities with related to their operations and he should have an ability to make cohesion in the workgroup. It starts with avoiding the nepotism; Nepotism of the leaders creates workgroup schism. Then the professionalism of the leader gives gravity for leadership. People like to imitate professional leaders. If leaders are caring for their followers they must have a good understanding of workers and their ambitions or desires. *“As a person, I would like to get promotions duly while getting a handsome amount of remuneration increments, justifiable targets and equality in distribution of responsibilities”* (SM, 2019). SM also thinks that expectations of the leaders of the organization should be clarified to the followers, so that employees can understand easily what to perform. If these could be implemented as a worker I could be more effective in my work and satisfied with my supervisor’s leadership style.

4.3.3 Case 3 – Mr. SA

Mr. SA is senior banking personnel, has been serving the Shahjalal Islami Bank Limited since 2011. He also worked in two other banks in the country before he started working with this bank. He got his MBA from Newport University, India. At his present workplace, he is performing with the responsibilities of operational manager with the designation of the Vice President. He directly reports to the Manager of the Branch and he also takes charges of all departments in the branch.

As per Mr. SA, he thinks that in order to develop a healthy relationship with leaders and followers in the bank followers has to do lots of commitments especially in the financial



sector like them. *“In the bank, we evaluate employee performance based on the number of customers they bring to us or amount of profit we have generated at the end of the year”* (SA,2019). So employees are all performance driven. They are given monthly and yearly targets to achieve, based on it they will get evaluated by their supervisor. In every month end, they have a monthly meeting where they discuss their performance of last month and plans for next month. Leaders always want them to achieve employee’s best performance; how they deliver their performance is not taken into much consideration. So Mr. SA believes, how much that they can impress their leaders will give them the opportunity to become successful in their carrier. *“Employees are motivated by getting good salary increments, promotions and by other non-financial benefits like foreign tours”* (SA, 2019). So the bank has set targets for employees to earn these benefits. Thus employees have to perform to achieve the targets in order to sustain a good carrier in the bank.

Anyhow Mr. SA believes they have a limited space to perform their tasks. They have boned to perform their work. Even as a manager they have very strict rules and regulations to perform. According to *“most of the other organizations once we go through the carrier ladder we get lots of space to work with specialists in term of organization rules and regulations and also the organization along with leaders want us to exhibit loyalty. But in here we have the same kind of general rules that we had when we were a junior officer”* (SA, 2019). So Mr. SA suggested that they should have some light rules and regulations since they are now senior banking members and he also believes that this flexibility shall make them more loyal to the leaders and also to the organization. Because as a leading they have a number of responsibilities to handle in their daily operations so it will be easy for them if there is some light application of general office rules and regulation.

Mr. SA stresses that *“they are trying to satisfy employees’ self-esteem so that they would have a sustainable carrier in the bank. But at the moment with the current situation of the bank employees are more fascinated by the rewards that they get from the bank. But going forward we should certainly think about it because in order to retain successful employees we need to touch these areas too”* (SA, 2019). Which gives us the impression that even though employees positively affected by rewards leaders have identified the importance of giving meaning for work that employees perform and the importance of long term strategies than short term goals.



4.3.4 Case 4 - Mr. AI

Mr. AI has been in the employment of the Shahjalal Islami bank Limited for more than five years. He has been graduated from American international university in Bangladesh from business administration stream. This is his first employment after his graduation. He is currently working as Assistant Executive Officer in a Dhanmondi branch and reports to the Department in charge of the branch.

According to Mr. AI, good leaders must have good communication abilities. His present supervisor has a clear vision of each employee's role in the department. He shows employees by example how they should conduct by themselves to achieve greater results. *"Leaders should know what to be done in order to become successful."* (AI, 2019). Showing the right path for the employees is an important responsibility of a leader especially in countries like Bangladesh because followers look at their leaders to get inspiration. Followers respect their leaders on how they communicate their inspiring vision for others. He added, *".... we are willing to accept our leader's words and do anything that they want when they are genuine for us"* (AI, 2019). Because in here most of the managers caring by themselves. They care about their carrier, solvent familial life, they do not focus to develop their followers; sometimes they think it is a threat to their career because of competitions. Most of them are endeavoring to keep distance with their followers so that they can manage their luxury life. Mr. AI feels glad that he is working under such a leader who has an intention to develop his followers. He also mentions that because of the reason, he is still working in Shahjalal Islami bank. *"I can say that I learn every day, thanks to my supervisor, I have mold myself into something that I can be proud of"* (AI, 2019). He further mentions his supervisor's leadership style gives him the space to work on his tasks without too much interfering. The supervisor does not pressurize him to deliver results but he shows him the importance of delivering work on time. Then he always wants him to make creative solutions for the problems. Mr. AI mentioned, his supervisor does not believe that there is not only one particular way to complete any task, rather he expects from his team member to execute tasks with their own creative way. These statements of Mr. AI suggest to us that the amount of trust the supervisor has on his team. Trusting their followers that they can deliver results by employing different roots to a task is an important attribute of his leader.

Mr. AI expresses his views about the role of a leader according to his personal viewpoint. A good leader has the intention to make another future leader. He sees the importance of



making new leader which helps the organization because they need well trained, competent and loyal employees to take the responsibilities of the organization. Also on the other hand employees are seeking their personal development and they expect the reader's attention. A good leader focuses to nurture all these prospects. Then according to Mr. AI, *“My leader knows what I’m good at and my interest is”* (AI, 2019), so his supervisor distributes such task that caters for his personal interest and development, so it keeps him energetic in his field of work and organization gets the maximum benefit of it. Apart from that Mr. AI points out how his supervisor helps them to confront the problems that they face during there working life. His supervisor always encourages them to perform as a team so even when they fall into problems they fight as a team. *“I remember when we have to work on one project we had a tight deadline we have worked tirelessly but we could not complete it on the due date. So my supervisor had got lots of critics from our head office but he never complains against us about it but he speaks to about how we should have handled that situation”* (AI, 2019). Mr. AI has appreciated the way he handled` that entire situation at that time. This shows the amount of professionalism he had and also respect that he had for his subordinates. AI suggests that any achievement by an employee should be recognized by the leader, so that the employee gains more inspirations to initiate further efforts.

4.3.5 Case 5 - Mr. SS

The last case we are going to be discussing is that, of Mr. SS who has been working with the banking sector of Bangladesh for nineteen years and in Shahjalal Islami Bank Limited for nine years. Mr. SS is currently working at the head office as an Investment administrator and he is seated at the assistant vice president of his division. Our interview session with this participant was very practical and insightful. He made us understand the different leadership styles practiced by his leaders in his workplace. Also, our discussion was more of a leader to follower perspective than a follower to leader. Though he is a leader to others, we were more interested in knowing what leadership styles his leader practices and what motivates him in the workplace.

Our interview with Mr. SS revealed that he is motivated by his leader. *“My superior is my role model, he motivates me to become the best version of myself. Each time I want advice, I do not hesitate to contact him”* (SS, 2019). Mr. SS’ response demonstrates that financial rewards are not the only way of motivating employees. However, saying this does not mean SS is not also motivated by other factors like promotion and compensation but he considers



his job more when issues at hand are properly addressed by his leader, especially as it is being done “face to face”. Apart from that, Mr. SS also said that he does not like being discriminated at work by his superiors. His exact words were “*working in a work environment where you are constantly discriminated derails my self-esteem as an individual*”.

Mr. SS expressed disgruntled over the transactional leadership style that is exhibited by some of his superiors. He said that the leadership style is too rigid and does not give him room to be creative. “*As someone who has over two decades of experience in the banking sector, I expect the company to hear my points of view on specific issues. I can contribute more to the company if given the opportunity. However, right now, I do not like the current status quo where I am just told things to do without my opinion being asked*” (SS, 2019). Additionally, Mr. SS expressed concerns over the slow pace of decision making at the bank. He said that when he has work-related problems, his direct superior does not immediately resolve them but rather relays them to other managers at the head office.

In terms of the manager’s role in promoting team cohesion at the workplace. Mr. SS said his superior tries to make sure that everyone knows exactly what is expected of them in order to avoid conflicts. He also said that when conflicts arise between employees, the manager assists the concerned employees to find common ground. Furthermore, Mr. SS also told us that his manager organized after work dinners and sports events to promote teamwork among employees. Excerpts from the interview with Mr. SS revealed the following “*my superior goes out of his way to ensure that we work in harmony. Sometimes he uses his own money to take us for dinner*”.

4.4 Empirical Data Analysis

Key findings include that Bangladeshi business professionals in organizations have a largely positive opinion regarding their relationships with their leaders as well as the motivational techniques employed in these organizations. Their interaction with their managers is largely professional in outlook. Communication channels can be sometimes officious and vertical.

Results from the interviews indicated that there is a positive relationship between the transformational leadership style and organizational commitment as well as the motivation of employees at a significant level. As it narrates to the relationship between transactional leadership style and employee levels of commitment, the transactional leadership style of the leaders has a strong impact on the level of motivation of employees; it was evident that there



is a tangible relationship between both. The autocratic style of leadership has a poor impact on the level of motivation of employees. The results of the analyses revealed that the autocratic leadership style does not have an encouraging influence level of employee motivation.

Hence we have observed that the transformational leadership styles and employee motivation are interconnected. In some aspects, a positive nexus also has been observed between the transactional style of leadership and employee motivation. Respondents do not maximally find any difference between transformational leadership behaviors in their expressed opinions. A different pattern was however observed for the transactional part of the conducted interview. The transactional leadership scales are less related to each other which means that the transformational style of leadership is more effective than transactional style of leadership in bringing in serving as a catalyst for motivation in employees.

On the other hand, the autocratic style of leadership has a poor impact on employee's motivation. This means that employees are not motivated under autocratic style of leadership. From the interview, we did not observe that employees are influenced by neither charismatic nor laissez-faire leadership style. It has also been observed that there is no influence of situational leadership style to any employee's motivation. According to the interviews we understand that no employee is experienced with any of these three styles of leadership. The results and implications of this research provide recommendations to boost the leadership skills of the manager in order to influence the motivational levels of the employee.

As per conducted interviews and following discussion our findings have come up as following:

- Employees of Shahjalal Islami Bank Limited have been experienced with the transformational and transactional style of leadership and these style of leadership has an influential role on their level of motivation
- Employees of Shahjalal Islami Bank Limited have been also experienced with the autocratic style of leadership, but according to the employee's point of view, this kind of leadership style have a poor impact on the level of employees motivation.

To put it comprehensively, employees of Shahjalal Islami Bank Limited are motivated by compensation, the need for self-actualization, social rewards, as well as the best possible working conditions. In order to be able to influence employees, corporate managers need to put words into action with compelling goals and vision for the organization. According to



Blanchard (2008) a renowned coach in the field of management, it is of utmost importance for a leader of an organization to be able to communicate his/her vision in a consistent and direct manner, in such a way that no mistake can possibly be made as regards the direction to which the team is heading. Instructively, some of the better-known brands who are famous for their leadership values tend to pay more attention to a style that engages the employee through the adoption of a system of commitment and discretion, as well as employee enablement, with highly productive roles that comes along with a supportive environment. This invariably leads to success, customer satisfaction and optimized employee motivation with the overall rewards being a better organizational performance drive.

Leaders are to pay attention to what can be referred to as ‘motivators’ such as dimensions of discretion which connotes the liberty of choice as regards what, when and how activities should be carried out. Furthermore, the demands of the job, as well as the right use of acquired skills and competencies, must also be areas of priority.

A significant finding of the study that leaders should endeavor to avoid behavior that is tantamount to autocratic style of leadership. In as much as this study was unable to come up with any significant data to suggest that any of the leadership styles can be a total write-off or out-rightly negative, it can be said beyond a reasonable doubt, that some leadership styles are more efficient than others. This view forms the crucial part of our submission with due consideration to our earlier point of note that no leadership style is perfect or all-sufficient. In addition, organizations should strive to enhance their knowledge about how their leading style influences their employees. Selecting the style which best suits organizational goals and employee’s needs/desires, will be a welcome policy that will ensure higher employee performance.



5. Chapter Five Recommendations, Conclusion And Suggestions

5.1 Recommendations and Conclusion

In summary, employees of Shahjalal Islami Bank Limited are motivated by rewards, their individual needs for self-actualization, excellent working conditions, and compensation. In order to be able to totally influence the workforce, leaders must be seen to do just as they preach. They need to be able to articulate their vision in a way that compels. It is of utmost importance for a leader of any organization to regularly communicate his/her aims/objectives to make sure that no mistake is made as regards the general direction the organization may be heading. It is the sole reason why a good number of leading brands that are better known for how well maintain values of leadership, tend to take issues that have to do with engaging their employees very seriously. They do this through commitment and discretionary efforts as well as enabling the employee for optimized performance. This ultimately leads to financial success improved employee motivation, customer satisfaction and by extension, a higher organizational performance overall.

Leaders generally expect a level of loyalty from their employees. This study provided into what employees require from their leaders as well as their preferred styles of leadership. The findings of the study along with other helpful information contained in this work will aid in the eventual development of strategies and realization of objectives through the adoption and development of a good style of leadership.

Certain methods that are employed to improve the loyalty of an employee to his leader/manager can be suggested, judging by the results provided by this study. It indicated that both transactional and transformational leadership behavior is likely to improve the commitment of the leaders and motivation levels of the employee. Leaders must be conscious of the priorities of both the employee and the organization. They must encourage employees to harness opportunities while also learning how to overcome the challenges around them.

Leaders must have their own visions and developmental plans for their employees. The same applies to work for groups and organizations. A sense of innovation is also desirable. Employees must be encouraged to think outside the box and harness opportunities within and beyond their immediate sphere of influence. Furthermore, employees should strive to appreciate the value which an employee brings to the table while seeking to build their



business strategies, plans, and processes around them. Another important point that needs to be highlighted is respect for the individual which in this case remains the employee. It is a desirable way of building a strong relationship between leaders and employees. They should interact more with the working group while making the interest of the employee of paramount importance. Workloads should be met with a “Can Do” spirit as a passive or laissez-faire style that will negatively affect the motivation level of the employee. It is also necessary for expectations to be articulated in a timely fashion so that employees can adjust in time to what is expected of them by their leaders. It is undesirable for organizations to resort to last-minute rush to change tactics only when problems take on giant proportions. Contrarily, expectations should also be clarified and goals and standards to be achieved for the followers be provided. Whenever there is a problem to be solved, leaders must provide supervisory interventions in a timely fashion. Response to inquiries should be sharp and precise and decisions should be made with equal precision. Phobia some managers have for being involved with problem-solving processes must be shed. As it relates to the results of the interview analysis, there was an indication that all styles of leadership have correlations with employee motivation, albeit at varying levels. Transformational leadership had strong and positive correlations with the general motivation levels of employees. Leaders and Managers should, therefore, be aware of the importance of transformational leadership style and try to display it in practices. Transactional leadership is also an effective leadership style. It had moderate and positive correlations with employee's motivation at the workplace. Specifically, contingent reward and active management-by-exception also had moderate correlations with attachment to supervisor and internalization of supervisor's values. It indicates that a fair pay package along with reasonable benefits is very important for not just the relationships between employees and leaders, but for motivation also. Managers should endeavor to establish an incorporative and fair rewards system with the employees. Expectations should be clarified and whenever goals are achieved, arrangements must be made for the employee to be recognized in exchange for the efforts they have put into the job. This would ensure that employees are open to taking on more responsibilities knowing that their efforts are likely to come back to them in the form of one reward or another. Also, when mistakes are made during work, leaders should pay attention to the errors and standards required, keep track of the mistakes, and take the right actions as soon as practicable.



5.2 Suggestions

The results of this study summarized effective strategies of improving leadership skills which would positively impact on the employee levels of motivation. It is believed that this study has added value to the works of literature on managers' leadership styles, especially in the settings of business organizations. Past studies have constantly reported that transformational leadership is more effective, productive, innovative, and satisfying to followers as both parties work towards the good of organization propelled by shared visions and values as well as mutual trust and respect (Avolio and Bass, 1991). There is also a dimension of pseudo-transformational leaders who would seek power and position even at the expense of their followers' achievements; however, this study did not imply the presence of any, in the sample researched.

In a nutshell, according to the results of this current study, the case study bank covered in the study should pay more attention to improving supervisors' management and leadership skills and monitor the relationship between supervisors and employees. Some strategies and managerial plans need to be developed in order to increase organizational effectiveness further. The characteristics of transformational leadership include increased confidence and motivation, channelizing the followers' performance for accomplishing organizational goals, sharing beliefs and benefits, and being open to employee's feedback and suggestions. The supervisors, especially the ones in senior leadership roles, should have their own vision and development plans for team members, working groups and organizations. They should motivate encourage followers to challenge themselves, move out of comfort zone and explore the untapped potential. They should be good coaches as well, showing others the direction to follow, mainly by walking the talk and setting an example. Empathy and emotional intelligence also lay the foundation for an effective leader-follower relationship. By being change agents and visionaries and having the ability to deal with complexity, ambiguity, and uncertainty, they exercise a tremendous amount of willing control on the performance of their followers. In some situations, transactional leadership is also an effective leadership style, having moderate and positive correlations with employee's commitment, and positive correlations with attachment to supervisor and internalization of supervisor's values. To be more effective, they should clarify expectations and offer rewards and recognition when goals are achieved. Supervisor's passive or avoidant leadership style always decreases employee's commitment and hence should be avoided at any cost. When faced with a crisis



situation, supervisors should try to intervene and get into a problem-solving mode as soon as possible.

Leadership styles that encourage employee commitment are necessary in order for an organization to successfully implement business strategies, achieve goals, gain competitive advantage and optimize human capital. The organizations can develop certain training programs to develop leadership skills especially for managers who have a big span of control. Even mentoring programs, sessions by executive coaches help senior leaders hone their skills. Professionals and trainers can use the results from the current study to develop leadership development training interventions, based on organizational and individual needs. The organizational culture should be such that employees are encouraged to get involved in decision making, strategic thinking, and futuristic planning. The reward and recognition system, HR policies should all be geared towards creating a more positive working environment, thereby increasing productivity. Such an enabling setup automatically helps in employee retention.

5.3 Limitations and Future Research

Impact of leadership styles on employee motivation could be seen as a widely discussed topic in management literature. However since every country has their own cultural basement they have adopted, it is hard to come for conclusions as Hofstede (1980) mention. Because the impact of leadership style on employee motivation could be varied from different culture to culture. Also we believe that not only by country wise it could be the different from region wise also because we have come to understand from our interviewees that in Bangladesh people of Dhaka and people from country sides have different ideas about leadership. So we have to understand that the outcomes of this result could be a different if we evaluate different branches of the country. Also the outcomes of the today's research may not be the same if we conduct the same evaluation in ten or fifteen years' time because of the generational changes of the society. Especially this topic is a social phenomenon and it could take different shapes over the passage of time. We advise for future researchers to consider contemporary literature for their studies.

More importantly as authors we would never endeavor to generalize our conclusion to Shahjalal Islami bank because the sample that we have used is not enough to generalize our understanding of this thesis. Therefore, for the future researches these are ample amount of



space to conduct more research on this topic in order to produce profound understanding about positive impacted and negative impacted research.

5.4 Authors' contribution to the steps of the study:

We three masters students started working with a discussion about the thesis topic with what we have proceeded. We selected the topic “impact of leadership styles on employees’ motivation”; a case study of Shahjalal Islami Bank Limited, Bangladesh. During our work together we divided the whole work process into several parts and distributed the parts among the three of us. Some parts we made individually but with the help and discussion with the other members of the group. There are some parts, in which all of us had to contribute. For example, conducting interviews and analysing of empirical data. The responsibilities of different parts of the thesis was in the following way:

S M Zahirul Islam

Abstract, Chapter One, Chapter Four (Partly), Chapter Five (Partly), References, Scheduling and corresponding with the bank employees for conducting interview

Buddika Karunaratne

Acknowledgment, Chapter Two, Chapter Four (Partly), Chapter Five (Partly), References, Designing interview questions, Limitation and future research

Mayo Tatiane

Chapter Three, Chapter Four (Partly), Designing interview questions, References.



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Appendix

Appendix A:

Overview of Shahjalal Islami Bank Limited

SJIBL is a public limited company was commenced its commercial operation in 2001 under the Bank Companies Act, 1991. The bank has diversified the banking service coverage through their 123 branches at different strategically important locations across the country. The motto of the bank is “Committed to Cordial Service” (Shahjalal Islami Bank Limited, 2019).

SJIBL- At a Glance	
Name of the company	Shahjalal Islami Bank Limited.
Date of Incorporation	1-Apr- 2001
Date of Commencement	10-May- 2001
Authorized capital	BDT 10,000 million
Paid up capital	BDT 8,485.65 million
Face value per share	BDT 10.00
Total no. of branches	123
No. of employees	2,156
Turnover (Recent year)	BDT 4,080.84 million (as of Sep 30, 2018)

Table 1: Overview of SJIBL (Shahjalal Islami Bank Limited, 2019)

Vision and Mission of SJIBL:

The bank has a vision of modernization in banking practices and to contribute to the national economy through ensuring customers’ trust, quality investment, employees’ value and growth in shareholder’s equity (Shahjalal Islami Bank Limited, 2019). The bank’s strategies are as follows:

- Striving for customers’ best satisfaction and to earn their confidence.
- Effective operational management.
- To review and update policies, procedures and practices
- Human resource development.
- Congenial working environment.
- Diversify of the portfolio of the retail and wholesale market.



The overall banking operation of the bank is executed under 15 different divisions and 123 nos. branches. The management hierarchy of SJIBL is as follows:

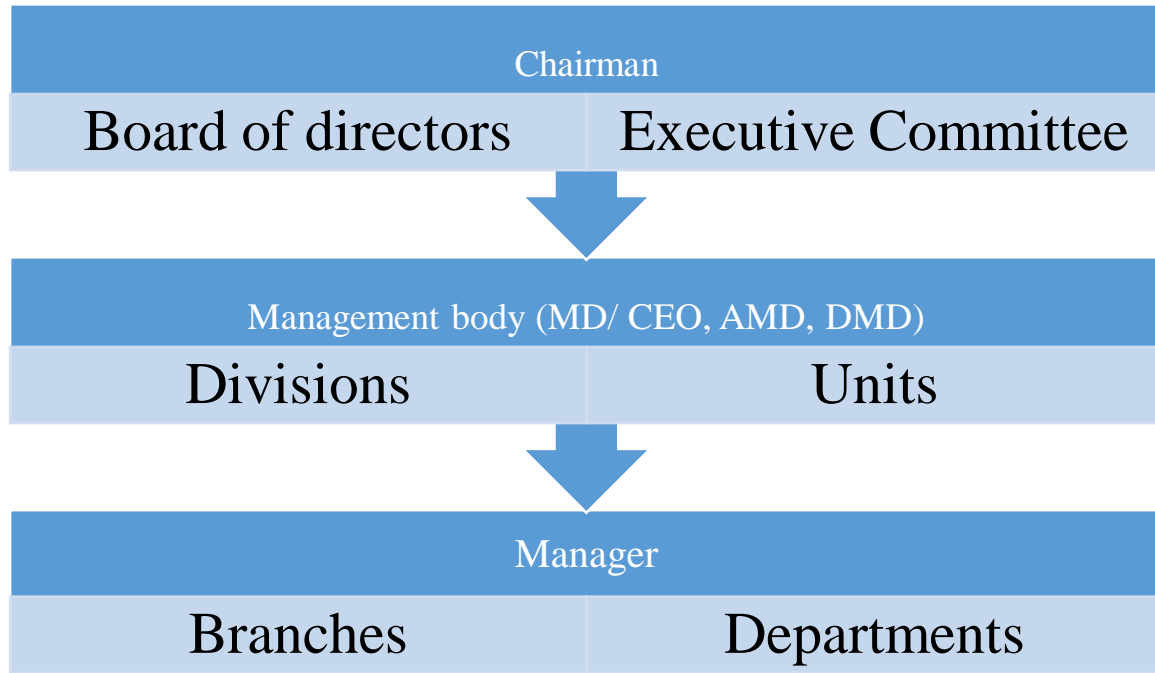


Figure 1: Management hierarchy (Authors, 2019)

Shareholding structure:

The board of directors of SJIBL is consist of 19 sponsors and directors, who are holding 45.62% of total number of shares and maximum of the rest of shares public share.

Share owner	Percentage
Sponsor/ Director	45.62
Institute	13.87
Foreign	0.41
Public	40.10
Total	100.00

Table 2: Shareholding position of SJIBL (Dhaka Stock Exchange Limited, 2019)

Financial performance of SJIBL:

Year	EPS	Profit	Dividend	Yield
2016	BDT 6.64	BDT 1660.00 million	10%, 5% B*	6.67%
2017	BDT 18.96	BDT 1342.65 million	10% B*	--



*B for bonus or stock dividend

Table 3: Financial performance of SJIBL (Dhaka Stock Exchange Limited, 2019)

Appendix B

Interview Question :

PART ONE

This part contains statements concerning general information about the participant.

A. Organization

1. Can you please tell us the name of the organization you work with?
2. What Branch?

B. Age

1. How old are you?

C. Education

1. Please tell us the highest level of education you have attained.

D. Marital Status

1. What is your marital status?

E. Occupational status

1. What position do you occupy in your organization?

F. Remuneration

1. Can you tell us what your monthly gross salary is?

G. Length of Service

1. How long have you worked for the Bank?
1. What is your current role in the organization and how long you have been in this organization?
1. What career goals, have you set for yourself?

➤ **Motivation (Part 2)**

1. By observing your co-workers, what actions and interactions of leadership motivated their productivity?
2. What role does your leaders play in your personal motivation at work?
3. What kind of characteristics do you prefer to see in your leaders?
4. “Leaders should help employees to find their passion” how do you think this statement apply for your organization leadership?
5. How and to what extend can you discuss your past performance in the organization?



➤ **Leadership (Part 3)**

1. How does your leaders handle organizational rules, regulations and goals?
2. How much effort does your leaders put to build team cohesion at your work place?
3. Do your leaders recognize your initiatives at work place?
4. How do you see your leader's role when you and the team face many hurdles at a time?
5. To which extend does organizational leadership effect on your personal and social life?

➤ **Conclusion (Part 4)**

1. how often do you get annoyed at work and why?
2. In what kind of work environment, you think you are most productive and happy?
3. What is your suggestion for a better work environment and how do you think it can be improved?