The Influence of Leadership Behavior in Motivating Employees

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Abstract: This article seeks to understand how companies have been concerned with the well-being of their employees, since the valuation of people brings the increase of productivity as one of the main results of investment. The valuation method has been applied since antiquity, where people were rewarded for the services rendered. Importantly, man has gained over time different ways of being rewarded. We then try to understand the influence of the leader's behavior on the motivation of the employees? Analyzing the difficulties that companies have to bring a quality of life to employees and how the attitudes of a leadership can impact or interfere in the performance of productivity and quality of life. For this purpose, information was collected in a business organization through a questionnaire of employees in order to assess the influence of leadership behavior on employee motivation. Some conclusions through the questionnaire can be pointed out, among which, most of the interviewees indicate that in the day to day the leader accepts the ideas of the collaborators and also participates in the activities of the group in general, whereas a little more than 50% believes That its leader has the necessary competencies to exercise leadership, we can also point out as important in this conclusion that almost 100% of respondents expect to receive praise / recognition from their leader when they reach a goal.

I.   INTRODUCTION

Companies have increasingly concerned themselves with their employees' well-being, aiming to improve their own image, improve the organizational environment, and increase productivity in the workplace. Many companies grew through the organizational methods; some made changes in management and renewed themselves, obtaining excellent results in their productivity.

A pleasant work environment provides, in addition to work, better living conditions: involving friends, family, and basic needs.   In their analysis, the fact that people spend a good part of their time at the workplace makes them lose expectations, makes them lose their quality of life, as we have seen in the majority of the cases (VASCONCELOS, 2001).

Appreciating people increases productivity as one of the main results of investment. The current economic and political crisis in Brazil has caused a lot of concern about the economy; entrepreneurs have postponed investments and new ventures as a result of this recession; we have the highest unemployment rate in history and an uncertainty in the Administration and in the direction our country is headed. This period demands a previous use in productivity -- from expenses with materials to production. The appreciation method, in which people were rewarded for services rendered, has been used since ancient times. It is important to point out that man has been acquiring different ways of being rewarded. (CHIAVENATO, 2004). People were considered objects of production; they would only perform their tasks and were trained to execute their activities with the sole purpose of increasing production. Their leaders' concern was that their activities were carried out, exclusively in production. The comfort and improvements in the environment were not in their interests as was increase in production (RAMOS, 2010).

Frederick Taylor (1911) *apud* Chiavenato (2004), founder of the Scientific Management, had a mechanist and rationalist view regarding employees. In his opinion, it was possible to measure the time needed to execute each task and to determine a standard for all workers, since man was seen as an aid to the machine in performing productive tasks and should want only prosperity for the company, as everyone's well-being. Taylor's focus is on production and on the worker for results in amount produced (CHIAVENATO, 2004).

The concept of productivity goes beyond efficiency at work, it allows for a better quality of life for the workers. The leaders need to develop an effective communication with their subordinates, actions and strategies

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that search to identify their real needs, and, with this, to collaborate for the improvement of productivity (SILVA, 2013).

Henry Fayol (1916) *apud* Ramos (2010) was the pioneer of a new theory. The organizational structure started to be seen as people management. Organized ideas that provided some changes, the division of functions were the core to initiate a new structure. Workers started to have more value, man became the focus which was associated with administration, and there was more concern with people than with production. The importance of workers' satisfaction with the company was identified and their expectations motivated changes, making competitiveness among organizations possible (RAMOS, 2010).

The main purpose of Fayol's theory was to offer an improved quality of life for his workers and a restructured production sector, which establishes a balance in the basic needs of workers and their efficiency in productivity. In order to make this possible, the company must offer a satisfactory career plan with opportunity for growth, regardless the hierarchy level. The goal for quality of life in the workplace is to improve work conditions for all.

Elton Mayo (1929) *apud* Chiavenato (2004), founder of the Human Relations movement, opposes Taylor and Fayol. The humanistic approach focuses on the structure of tasks with emphasis on people. Mayo defended man's conduct on society and cared about guiding him to a positive behavior in search of his own happiness when he learned that he was cooperating with others, that is, integrating and contributing with individual and collective objectives. Mayo concluded that workers are more content and productive when they integrate and interact in a group as opposed to being capable of correctly executing movements within a time frame. In addition, non-psychological factors such as excessive work and poor conditions at the workplace interfere directly with production (CHIAVENATO, 2004).

According to Morgan (1996), organizations realized that there was a great force in uniting individual needs to organizational needs and from this premise, several authors came up with new perspectives related to the work environment, its agents and its leaderships. It was within this reality that in the 70s great emphasis was placed on the actions that favored the quality of life linked to planning and with this emerged great models of productivity.

Scientific literature highlights that some factors motivate the collaborators of an organization, either positively or negatively. Among them are: remuneration and welfare benefits; safety, physical, and psychological conditions in the workplace (MARTINS, 2013).

The reward criterion is connected with market information, helping the company stay competitive. The ups and downs of the job market clues in on events and, some companies use this information alone to create their reward criteria. Unfortunately, this situation creates a feeling of dissatisfaction among workers (RAMOS, 2010).

It is emphasized that according to Morgan (1996), organizations do not live in isolation and on the contrary are not self sufficient; they are part of a complex and interdependent ecosystem. Emphasis is then placed on the standard used and organizational evolution takes place from this standard. In developing this idea, the concept of competition and adjustment finally arises, where it is believed that competition itself is the basic rule for the survival of organizations.

Based on this, it is clear that quality of life at the workplace is important, as well as on the personal and social aspects. The worker's satisfaction and motivation towards the company are related to the performance in productivity. The workers' satisfaction and motivation towards the company is related to performance in productivity. The need for quality of life in the organizations is associated with motivation; therefore, the worker's conditions and benefits are of main importance to the company, identifying the worker as its main asset (MARTINS, 2013).

II. THEORETICAL REVIEW

2.1 Strategical People Management

The Strategic People Management idea originated after the Industrial Revolution and its main role was to find a balance between organization and people, becoming a cornerstone from the management perspective, since it is through it that upper management induces workers to achieve the organization goals and seek their personal development (CHIAVENATO, 2004).

Chiavenato (2004, p.10) describes people management as the function that allows for effective collaboration among people -- employees, workers, human resources or any other denomination used - in order to achieve organizational and individual objectives. Names such as personnel department, industrial relations, human resources, talent development, human capital or intellectual capital are used to describe the unit, department or team related to people management.

Chiavenato (2008) also states:

People management is an area that is very sensitive to the mindset that conducts organizations. It is extremely circumstantial and situational as it depends on various aspects, such as the existing culture in the organization, the characteristics of the environmental context, the type of business, type of technology used, internal processes, the type of management used and a number of other important variables (Chiavenato 2008, p.8).

According to Fisher (2002), the people management model is a vast concept in regard to how individuals structure themselves to guide and manage human behavior in organizational environments, integrating political, ideological, social, and behavioral aspects.

As stated by Chiavenato (2008, p.9), people management is based on three fundamental aspects:
1. People as human beings;
2. People as intelligent activators of organizational resources;
3. People as organization partners.

When we observe these aspects related to People Management, they aim to try to help the administrator perform all their duties, so that they will not perform their job alone, but rather, through people who form their team, as stated by Chiavenato (2004):

... in including the leadership in the environmental context in which it occurs, taking into consideration the leader, the subordinates, the situation, the objectives etc... considering that the leader chooses the leadership standard which is most adequate for the situation they are in Chiavenato (2004, p. 460).

According to this author, leadership is a key process in all social organizations, a way to influence people in which the person acts trying to intentionally change or provoke the other person's behavior. Leadership is considered an interpersonal influence applied in a given situation and driven through the communication process in order to obtain one or more objectives (CHIAVENATO, 2004).

2.2 Motivation

Within the context of this paper, we sought some authors that could help us understand what motivation is. According to the dictionary of the Brazilian Portuguese language, the word "motivation" comes from the Latin *movere*, meaning to move. In Psychology, Etiology, and other Human Sciences it refers to the condition of an organism that influences the *direction* (orientation for an object) of behavior (FERREIRA, 2012).

Chiavenato (2004) states:

Motivation is a process that makes someone behave to achieve organizational objectives, as they also seek to reach their own individual objectives.... it works as the interaction between the individual and the situation that involves them (p.476-477).

In the sense of intrinsic factors, the motivation that influences human behavior corresponds to the impulse that makes the individual act in a certain way. Action which can be provoked by an external or internal stimulus, actions guided by what the individual thinks, believes, and anticipates. Being that no behavior is random but rather orientated and driven by an objective. (CHIAVENATO, 2009).

As stated by Wiesel (2005), motivation is an individual process and a result of personal growth. Our evolution springs us to desire bigger possibilities which are not insignificant but everything is useful for a significative growth. The recipe for great results is in small things, depending, of course, on our focus, our level of dedication and the quality of our actions.

As stated by Cortella (2016, p.59), "motivation is a door that opens only from the inside", therefore, it can be understood as something that comes from the individual, from within. So that a manager/leader can encourage someone to work with them, being able to stimulate and push them but never obligate them to do something that should come from within. The team player may be able to follow the instructions but will not be motivated. They will do it as a task, a duty" (CORTELLA, 2016, p.59).

At this point, we can find a difference between duty and motivation, where the former is seen as an obligation, one has to do it at all costs, and the latter is "an internal attitude" (CORTELLA, 2016, p. 60).

The same author points out that:

A motivated person does something major: they look for excellence... An excellent person is one who does more than their obligation! Interestingly, this expression can sound incorrect when viewed from a legal perspective, stating that someone does more than their obligation would lead a person to think that one works without pay or outside legal parameters. This is not correct. Those who are motivated do more than what is required; they have duty as the starting and not as the finish point. (CORTELLA, 2016, P. 61).

In a way that excellence can be achieved because there is a reason to push them, as the manager/leader will not motivate them but will stimulate them to find excellence, it can happen in several ways, and we can highlight: recognition, appreciation, compliments, orientation, correction without offense or even "by the

possibility of giving goals and deadlines that make people move towards the direction they desire, instead of being comfortable in the situation they are in" (CORTELLA, 2016, p.62).

"Good performance depends on how motivated the worker is. Regarding behavior, motivation can be understood as effort and tenacity exercised by that person to achieve something." (Chiavenato, 2005, p. 213). A motivated person is willing to produce more in less time because they have a need inside of them to present results. These results can be directed at, for example, the need to grow inside the company, internal competitiveness, salary received due to productivity, among other factors.

In analyzing motivation, factors that can cause unmotivation are usually mentioned. Pay is not the main source of dissatisfaction, but rather a wage that is compatible with what is fair for the work performed; people want to be recognized and valued inside the workplace. Cortella (2016, p. 65), states that "the main cause of the current unmotivation is the absence of recognition. When the worker is not the object of gratitude for what they have done."

Under this perspective we can emphasize that:

Organizations that have more regard for human capital usually have public acknowledgments such as festivities, be it in a communication medium inside the company or even doing things that can be regarded as silly – such as the employee of the month... the main source of unmotivation is the lack of recognition (CORTELLA, 2016, p. 66).

The lack of recognition can be displayed in numerous ways such as the boss being unfair, inadequate pay; in such a way that unmotivation expresses itself when the workers lose heart at doing things because they start seeing it as if it was not worth the effort.

Similarly, the leader/manager needs to be careful as to "not make a compliment that sounds fake or trivial, convenient for every situation. Just as when someone presents a new idea and one does not want to analyze it, but says 'how interesting', a sentence of very little meaning" (CORTELLA, 2016, p.68).

At this point we would like to discuss some examples of motivation which are relevant for the workplace; for example, motivation manifests itself through the orientation of a worker to perform their duties promptly and precisely and persist in the execution until the expected or planned result is achieved, another example is salary; it can be a fundamental motivator and it has already been considered sufficient to obtain the expected performance from an employee (TAMAYO and PASCHOAL, 2003).

Research has shown that some types of motivation have been repeatedly verified, in numerous cultures throughout the world, citing auto determination, power, stimulation, determination, work safety, among others (SCHWARTZ, 1992,1994, 2001 apud TAMAYO e PASCHOAL, 2003).

2.3 Leadership and its characteristics

Leadership is one of the most studied topics in the last few years, considered the art of leading people to successfully reach planned results; such skill is one of the main characteristics that help an individual stand out in both their personal and professional life. The concept of leadership has been proposed by several authors and for this reason we present some that we were able to find specific literature.

Table 1 - Types of Leadership

Type of leadership	Concept	Author/year
Authoritarian leadership	The leader centralizes decisions and imposes orders to the group. Fixes directives without any participation from the group.	Chiavenato, 2003
Laissez-faire	The leader totally delegates decisions to the group and leaves them at will and without any control. Directives are debated and decided by the group, encouraged and assisted by the leader.	Chiavenato, 2003
Democratic leadership	The leader heads and guides the group and stimulates democratic participation among people. There is total decision-making power in group and individually, with minimal leader participation.	Chiavenato, 2003
Transactional leadership	It is based on exchanging rewards for services. The leader compliments, recognizes effort or even raises pay in the face of a task proposed and completed and goals reached.	Potter, 2004
Transformational leadership	It motivates employees to do more than what was expected. This type of leader modifies the work culture using behavior standards such as charisma, intellectual stimulation, and individualized consideration.	Potter, 2004
Strategic leadership	It is the ability to influence others into making decisions in a way that allows for the company's existence in long term and financial stability in short term.	Rowe, 2002

Source: Prepared by the authors

In evaluating the organization from the perspective of a shared reality, Morgan emphasizes the importance of the cohesion of thought and of the influence that a leadership exerts. It is understood that he will exercise leadership to one who can unite other individuals in the same direction of thought or action; cohesive groups are those who advance to the common understanding. Conversely, fragmented groups are those in which there is no unity of thought or action. (MORGAN, 1996)

Leadership is not an easy thing to learn. After all, even though becoming a better leader generates benefits, it also demands great efforts. A lot is required from people who wish to develop leadership. It is demanding and complex. Maxwell (2008, p. 12), points out that:

♦ Leadership is the willingness to put oneself at risk.

♦Leadership is the passion to make a difference with others.

♦ Leadership is being dissatisfied with the current reality.

♦Leadership is taking responsibility while others are making excuses.

♦Leadership is seeing the possibilities in a situation while others are seeing the limitations.

♦Leadership is the readiness to stand out in a crowd.

♦Leadership is an open mind and an open heart.

♦ Leadership is the ability to submerge your ego for the sake of what is best.

♦ Leadership is evoking in others the capacity to dream.

♦ Leadership is inspiring others with a vision about what they can contribute.

 ♦Leadership is the power of one harnessing the power of many.

♦Leadership is your heart speaking to the heart of others.

♦ Leadership the integration of heart, head, and soul.

♦Leadership is the capacity to care, and in caring, to liberate the ideas, energy, and capacities of others.

♦Leadership is the dream made reality.

♦ Leadership is, above all, courageous.

These citations allow us to understand that leadership nowadays is of great importance for us to reach our established objectives and goals. Consequently, it is fundamental to have good leaders so the organization will have an optimized performance. Leadership is developed more and more and often remembered. There are none, or few companies that are not concerned with leadership nowadays. All look for a qualified professional to manage personnel.

In general terms:

... we can use masks and hide who we truly are on an everyday life. In defining moments, however, this it is not possible. Resumes mean nothing. It does not matter how we handle personal branding. Image means nothing. Defining moments put the spotlight on us. We do not have time to explain our actions. Whatever we have inside will be shown to all. At these defining moments, our character is not made: it is displayed!! For leaders, defining moments tell the people following them many of things they really want to know: who their leaders are, what they stand for, why they are leading (MAXWELL, 2008, P. 35).

III. METHODOLOGY

3.1 Case Study

The research will be explanatory. It is explanatory because it aims to clarify the organization factors regarding motivation. Regarding method, this research is a case study. Case study which will base the methodological theory of this paper, including a literature review, having as basis material published in scientific magazines about motivational factors that influence in the workers' quality of life, behavioral practices, personality, and characteristics of the leaders on account of their search for productivity in the workplace.

For this, we collected information in a business called GKN Sinter Metals from the metallurgy sector in the city of Hortolândia - SP, through a questionnaire sent to the workers with the purpose of evaluating what is the influence of leadership behavior to workers. This quantitative research was done online, the questionnaire created and made available on a website with the link sent to the employees via corporate email. There was no selection criteria so the respondents had different positions; as long as they worked directly at the plant, even engineers participated.

IV. ANALYSIS AND DISCUSSION

We can present a few points based on the questionnaire applied to 26 employees, so that we can understand our sample group better. Among them: 35% of the sample group was aged between 26 and 35; consequently, we see that 38% have a high school or technical school diploma; 35% have college degree and/or Specialist's degree. In this sample, 58% have been with the company for 5 or more years, what suggests a closer contact between employees and leader.

We highlighted a few questions that try to answer the work problem, among them: "ccDo the attitudes from the leadership reflect on your personal life?"

Chart 1 - Leadership and personal life
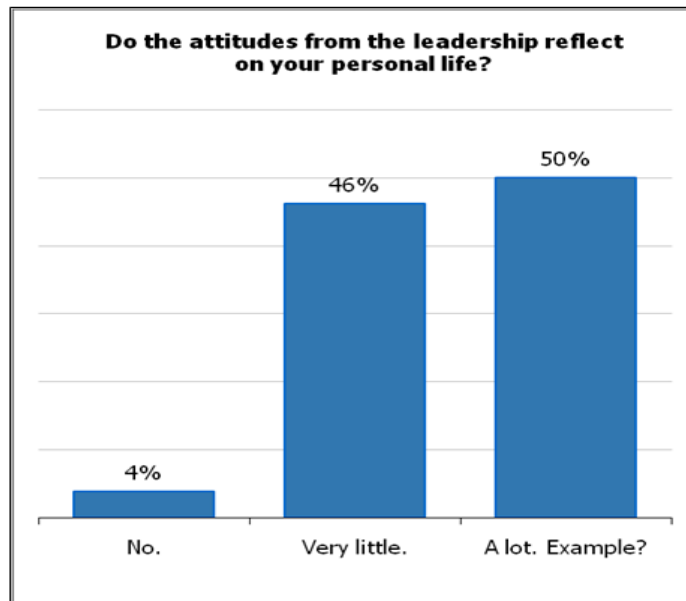
Source: Prepared by the authors

We note through this chart that for half the people interviewed, the leadership's attitude interfere on their personal lives. Therefore, we can highlight that the organizations are made up of people with different feelings and rational reasons, subjected to the force of the environment that influence motivation, relationships, and leadership. (CORTELLA, 2016).

Another question that investigates the problem was: "In your work environment, do you feel motivated by the leadership?" Chart 2 shows that 50% of the subjects feel they are sometimes motivated, but not always.

Chart 2 - Leadership stimulation
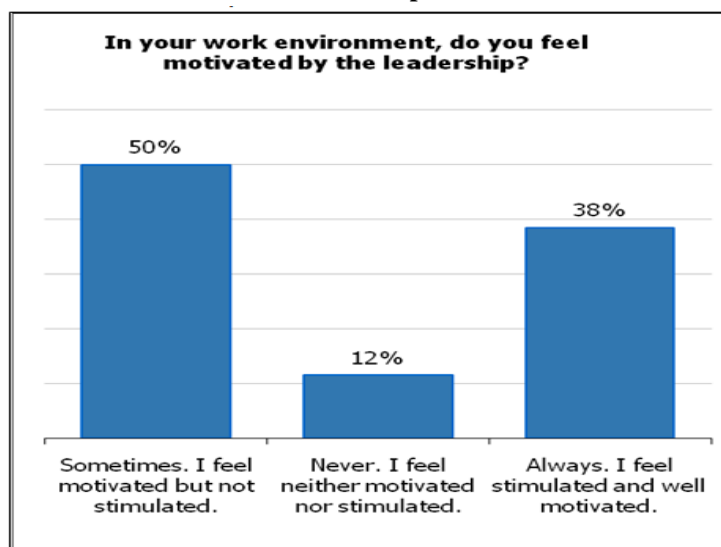
Source: Prepared by the authors

More than 70% of the subjects point out that leaders allow workers to present their ideas and participate in the activities. Concurrently, 58% state that they can carry out their activities because they are always motivated. This corroborates that the leader is fundamental in motivating people. In a way that "motivation is one of their main responsibilities, the influence over their subordinates demands efficient

leadership and continuous team motivation. Motivation works as a driver for human behavior. Motivation functions as a stimulator, a booster of human behavior" (CHIAVENATO, 2004, P. 172).

Another question highlighted on chart 3 is: "In your opinion, does your leader have the necessary competences to be in a leadership position?", as seen on the chart, 54% believe so. Soares (2004) states that in order to prepare organizations differently for a diverse world, it is fundamental to invest time and money in the training and developing of leader's competences, in a way that they are qualified to fully develop their resources and capabilities. (SOARES, 2004).

Chart 3 - Leadership and its competences
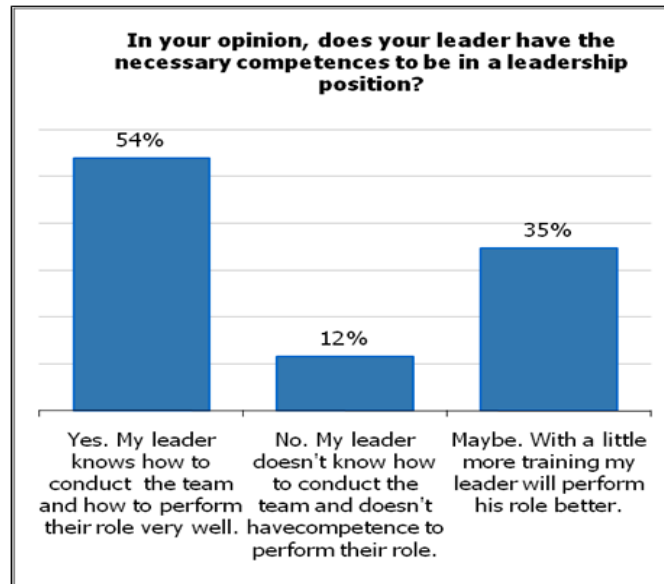
Source: Prepared by the authors

The question that follows the questionnaire also presents well how the relationship between leader and subordinates can be: "Do the actions of your leader interfere with your motivation?", as seen on chart 4, 60% believe so. We consider that leadership is no easy task; on the contrary, it is a complex, careful, and demanding work that requires a lot of analysis and vision. As Hersey states: "The most favorable situation for a leader to influence their group is that in which they are appreciated by the members, have a position of power and manage a well-defined task" (HERSEY, 1976, p. 118).

Chart 4 - Leadership and Motivation
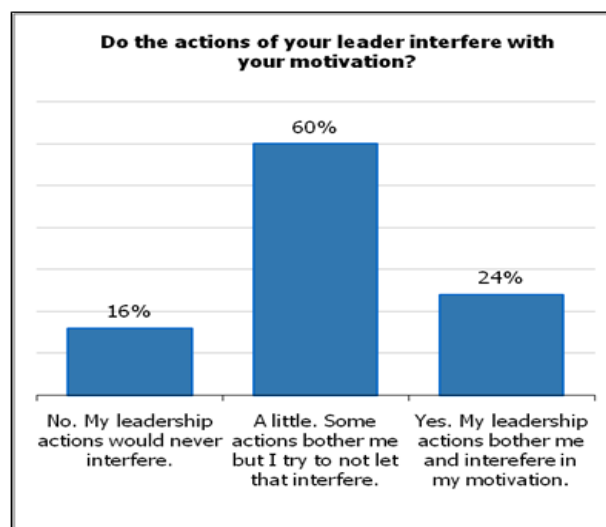
Source: Prepared by the authors

The question before the last is related to what the employee expects after reaching a goal and 92% expect a compliment/recognition.

According to Chiavenato:

The last question seeks to find out what kind of feelings the employee has for the company after leaving work for the day. 69% state it is great and would like to continue working there for a long time. According to Johann (2013), the motivational factors are intrinsic, are related to the feelings of the individual in regard to the work they perform. Thus, work challenges would result in motivation stemming from inside the individual, noticing that motivation is a condition of each person, in association with feelings that they have compared with their own perception of the role they have at work. In other words, if the person sees they are important inside the organization, they can perform better.

The national research about Administrators' and Technologists' profiles from 2015 brings some findings that we can highlight on this paper. They are variables that the Conselho Federal de Administração (CFA - Federal Administration Council) has been developing for the last 21 years, scenario studies intending to guide Administration professionals for selective opportunities that the market offers.

The first one that was discussed on this paper is regarding leadership and personal life. The three respondent groups emphasize that among the most important skills inherent to the profession, the exercise of leadership is among the three most important, which represent 63% of those interviewed.

Another important factor is about specific knowledge noticed by all groups that return to the strategic area of the company and personnel administration, representing 70% of the answers.

On questions with three multiple choices, the businessmen/employers recognize that the majority of the Administrators who work in their organization has: specific knowledge for the finances/budget area (56%), strategic administration (55%) and personnel administration (48%); competences to identify problems, formulate and implement solutions (73%), being able to negotiate, mediate, and arbitrate conflict (55%) and take on decision-making process in planning, organizing, directing, and controlling (52%); interpersonal abilities (73%), leadership (63%), comprehensive vision (61%); desirable attitudes such as commitment (78%), ethic behavior (77%), and proactivity (63%).

Therefore, we can emphasize that the administrator, in this case, the leader, is the team motivator, articulator, and coordinator of the organizational areas; professional who has a systemic/holistic view of the organization; optimizer in resource use and with focus in results.

V. CONCLUSION

This research tried to understand how the company showed concern with its employees' well-being. In order to achieve this, we applied a questionnaire with 12 multiple-choice questions, each with 4 alternatives. The researched group is aged above 18 years old and the majority of the subjects is aged between 26 and 35 years old. Schooling varies from high school degrees to Specialist's degree.

Approximately 57% of those interviewed have been working at the company for more than 5 years. The group's opinion was divided as to how the leader's attitude influences their own personal life: 49% say it has little influence and 50% state it influences a lot.

On the topic work, the question related to how motivated the subordinates feel, 50% say they sometimes feel motivated but are not always stimulated.

More than 70% of those interviewed point out that the leader accepts ideas from workers and also generally participate in the activities on a day-to-day basis. Furthermore, a little more than 50% of those interviewed believe their leader knows how to conduct their team and to perform their duties inside the leadership context.

As far as team and real leadership, almost 60% point out that their leader's behavior interfere with their motivation in a way that they try to not be bothered by the situation.

Regarding recognition, almost 100% expect to be complimented/recognized by their leader when a goal is met.

More than 70% believe they have a future within the organization and also believe their pay is within the average. Also, more than 70% believe the work environment is good for psychological and physical issues.

Therefore, we can conclude that the leader's presence is significant in a company, believing that they are responsible for the motivation of their team that always expects to be complimented and recognized for reaching a goal.

We know this is a case study; therefore, it presents limitations since it considers only one company and a small group of respondents. It allowed, however, for the leader to know their team, their objectives, desires, and needs so that they can outline new challenges and goals.

For a future research we suggest that the leader frequently observe the personal and professional behavior of their subordinates, seeking to identify the strengths and weaknesses of each person, directing them to search for continuous improvement in both technical and behavioral aspects. We can also suggest that the

search be done not only with teams but also with leaders, seeking to understand how they perform their roles in the relationship leader and team, how well they know their team, their qualities, deficiencies, strengths, and points for improvement.

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