The Impact Of Four Leadership Styles On Motivating Corporate Employees In Kosovo

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Abstract

Most organizational theorists believe that leadership is a central factor in the well functioning of groups as well as organizations. This study attempts to analyze the perception of corporate employees about motivation being influenced by leadership styles, in relation to motivation factors and how it relates to leadership styles. The research data collection is primary, conducted through a structured questionnaire, with a sample size of 391 respondents. The research results are based on the highly variable linear econometric model, and based on the research results the 4 leadership styles Classical leadership, Transactional leadership, Visionary leadership, and Organic leadership have had a positive impact on the motivation of corporate employees in Kosovo.

Keywords: Leadership styles, Motivation, Corporate, Kosovo, Four Styles.

1. Introduction

Leaders have visions, take risks, present dreams, explore opportunities, and generally invite their colleagues to join them on the journey to the unknown. Even when leaders blend in very well with the atmosphere of the organization, there is something that sets them apart from others. Looking at them and analyzing them closely, what distinguishes them is exactly the vision. Whenever individuals turn their attention away from routine issues, they are open to new possibilities. They seek solutions that focus on maximizing potential and not on things that have happened in the past.

The ability to look far, to imagine something new and better, to focus on the end result, to dream can be gained through practice. The vision gives the big picture‖ and the long-term direction and answers the question —what will be the success. In order to articulate a realistic and credible vision, leaders need to know what people want and their vision needs to be widely shared with them.

Based on the situational leadership model developed by Hersey, Blanchard, and Johnson (1996) it is based on the interrelationships between prominent elements of group dynamics: First, the amount of guidance and direction (i.e., commitment) a leader provides to members of the organization; second, the amount of socio-emotional support (i.e. relationship behavior) a leader provides to members of the organization; and third, the levels of readiness (i.e., maturity levels) that followers display in performing the tasks necessary to achieve organizational goals. This concept provides leaders with some understanding of the relationship between an effective leadership style. Effective leaders adapt their leadership behaviors based on hierarchical levels. In the situational leadership model, the two dimensions of task and relationships are related to a third dimension: the maturity levels of the group or organization.

Leadership can be defined as the ability of the individual to influence other people so that they collaborate and contribute to the efforts to achieve the goals of the organization (Boatman et al, 2011). To understand leadership as a process, one must know the ideas about authority, behaviors, and motives that affect a man and his complex whole. Challenges in leadership selection and leadership development have become a central issue of organizations in recent years, both for-profit (business) and non-profit organizations (Kubicek, 2011), (Boatman et al, 2011).

Leaders must not only exert influence but also decide when, where, and how this influence will be exerted to achieve social objectives (House and Howell, 2012; Winter, 1991). According to some researchers (Chemers, 2002; Mçallum, O ̈Connell, 2008), to be effective, leaders need to focus on their credibility and legitimacy with, followers, developing a relationship by identifying followers' needs and motivations and exploiting of resources to get the best of followers, with the aim of achieving the set goals; exploring and generating opportunities to build relationships and connections that create the social capital of actors (Maak, 2007). In summary, leadership includes and develops skills that can be learned (Kouzes, Posner, 2002) to build and maintain relationships, motivate and inspire others, and in turn to utilize potential resources.

Rapid changes in business, technology, political and social factors have required the development of effective leadership skills (Cacioppe, 1998): to be effective, innovative leaders, to respond to changes in markets and competitive environments, to address challenges creatively and support high performance (Vardiman 2006, et al.,). But obviously, this is not an easy venture. Previous leadership studies have relied heavily on the efforts of field researchers to identify the most appropriate traits that leaders should possess (Dixon, 2003). Thus, qualitative theory, promoting the idea that leadership is an innate ability, aims to identify the physical and mental traits as well as the personality of the person (Armstrong and Dawson, 2012), such as appearance, intelligence, adaptability, aggressiveness, self-confidence, perseverance, initiative, and collaboration (Koontz & Weihrich, 2010).

In later years this theory underwent significant improvements including within the discipline how many tasks a leader should complete, factors influencing the situation between leader and subordinate, and subordinate personality traits (Hunt, 2011). However, in the 1960s the progressive theory was founded which was mainly based on the research of Fielder (1967). This theory highlights the approach that becoming a leader requires not only personal attributes and personalities but also an active interaction between these elements and different transitional situations.

In the 1980s, the transformational theory was established, which emphasizes the emotions, values, ethics, and needs of subordinates, as well as the definition of concrete long-term goals (Northouse 2004), while in the following years, the interactive theory was created focusing mainly in organizational management (Richard, 2007). However, based on the above elements it can be emphasized that the common denominator of all these theories is that effective leaders have well-formed character, determination, and knowledge which help them to cope effectively with different situations (Platow et al, 2007). From the above discussion, it seems that there are controversies and diversity of opinion among scholars regarding the definition of leadership.

Considering these issues, it can be concluded that qualitative theory lacks clarity and academic support in explaining the definition of leadership because it is difficult for all leaders to possess the set of positive character traits, while non-leaders can own most or all of them. Uncertainty also prevails over all of the above approaches

regarding the conceptualization of certain aspects of the leadership process; how these approaches explain the relationship between different models and situations as well; lack of application of practical elements (Northouse, 2004). Moreover, the true power of leadership is not only attributed to the leader but also comes from the synergy of people and subordinates working together towards a common goal (Richard, 2007).

1.2. Research questions

The research questions are:

Research question 1: Which leadership style does not affect the motivation of corporate employees in Kosovo.

Research question 2: Which leadership style has the greatest impact on the motivation of corporate employees in Kosovo.

Research question 3: Which leadership style has the least impact on the motivation of corporate employees in Kosovo

1.3. Research hypotheses

The research hypotheses are:

Hypothesis 1: The classic leadership style has statistically significant impact on employee motivation in Kosovo corporations.

Hypothesis 2: The transactional leadership style has statistically significant impact on employee motivation in Kosovo corporations.

Hypothesis 3: Visionary leadership style has statistically significant impact on employee motivation in Kosovo corporations.

Hypothesis 4: Organic leadership style has statistically significant impact on employee motivation in Kosovo corporations.

1.4. Significance of the research

This research is important for the fact that it is treated in econometric and statistical terms, seeing the impact that the types of leadership styles have on the motivation of corporate employees in Kosovo. Leadership interaction with employees has a positive impact and has a positive relationship in increasing the motivation of corporate employees in Kosovo. This research and related recommendations will help to improve the role of the leader in motivating corporate employees in Kosovo and to provide better information for corporations in Kosovo.

1.5. Motivation for the research

The motivation for the scientific treatment of this topic comes from the fact that the situation of employees in the organization of corporations, as well as in other business organizations in Kosovo is quite difficult, due to the fact that there are many challenges in the development and operationalization of businesses and doing business, therefore research contributes to the role that leadership styles have in improving and increasing the motivation of employees in Kosovo corporations.

1.6. Concept of the research

The power of motivation can't be overemphasized. Motivation has the power to energize people not only by pushing them towards the right direction but by meeting their basic human needs of self-esteem, belonging, recognition, feeling of self-directedness and the ability to live one's ideals. Motivation has been found to be correlated with employees productivity. In his article, explains the different styles of leadership and how they effect employee's motivation. According to Root, managers who follow Autocratic leadership styles (make decisions by themselves without consulting employees) can be beneficial decision speed matters and when managers are knowledgeable and this by turn makes employees more comfortable and motivated with this type of leadership. The other style discussed by Root is the Democratic style of leadership and its

influence on employee's motivation. In this approach, employees are part of decision-making process and by that they feel included and their opinions are valued. The third style is the Quit leadership when the manager almost delegates most if not all of his/her duties to the staff who are highly qualified and by that, they are empowered to make their own success. The last style discussed by Root is the Transformational style where a leader or a manager brings a vision of the future and set clear plan of achieving this vision.

1.7. Research objectives

This study attempts to analyze the perception of corporate employees about motivation being influenced by leadership styles, in relation to motivation factors and how it relates to leadership styles. For this purpose, a questionnaire was created which was adapted from a similar study. The study is oriented from these objectives:

- ✓ How do employees perceive the relationship between motivation and leadership
- ✓ Are employees motivated internally or externally
- ✓ What motivates employees working in Kosovo corporations
- ✓ What do leaders currently do to motivate their employees and what should they do in the future

2. Literature review

Most organizational theorists believe that leadership is a central factor in the well-functioning of groups as well as organizations. Our discussion of leader-staff relationships relies on two general directions of leadership research.

First, leadership research has historically been interested in leader behavior in the middle and lower levels of organizations (Storey, 2005). Second, most research in this area has focused on the vertically connected configuration of the leader with the staff (Yukl, 2006). This historical direction fulfills the purposes of this chapter, but three limitations need to be addressed as well. While these limitations are evident in leadership theory and research studies, they are even more prevalent in the management literature and practice. The first limitation relates to the issue of senior management for executive-level leadership. Zaccaro and Horn (2003) conclude that less than 596 of the research literature related to leadership during the second half of the twentieth-century deals, in fact, with the topic of executive leadership. Scholars began to pay more attention to executive leadership in the 1980s, but this topic presents some interesting challenges. Although executive-level managers enjoy high status and prestige, this does not necessarily mean that they have more influence on organizational well-being (Barker, 1997). We are not suggesting here that executive leadership is insignificant. But a high level of leadership is not more technical activity than aesthetic activity (Ackoff, 1998). This type of leadership combines values, symbolism, and creativity, that is, "producing solutions that are not expected". Risking here to further simplify Ackoffi's aesthetic analysis with an old cliché, executive leadership is more art than science.

2.1. Executive leadership

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2.2.Leadership in interpersonal communication

The second limitation concerns the focus on bilateral communication. When we talk about leadership we certainly mean groups, teams, and leadership as determinants of organizational well-being, but often the leader's behavior and its consequences are examined at the level of interpersonal relationships. According to Tjosvold (1985), communication in vertical relationships "is essential for organizational work, but the focus on interpersonal relationships focuses on the leader's influence on members of the organization as individuals rather than the leader's influence on the group or organizational processes" (Yukl, 1999). This focus not only does not respond to Yukl's concern about the implications of leadership for organizational and group processes but also ignores the impact that organizational and group characteristics exert on leader behavior (Storey, 2005).

As will be repeated several times in this chapter, leadership appears in a broader social context, and this social context influences leader behavior and leadership effectiveness (Hogg, 2005).

2.3.The importance of employee motivation

If you are a manager concerned with motivating your employees, what specific recommendations can draw this issue from the theories discussed so far that have to do with employee motivation. Although there is no simple and comprehensive guidance, the following suggestions relate to what we know about employee motivation (Robbin et al, 2014).

• Recognition of individual differences. Almost every contemporary theory of motivation recognizes that employees are not identical. They have needs, attitudes, personalities, and other important individual variables. Managers may not pay attention to what employees really want in terms of pay and benefits from the workplace. A recent survey of 446 employers by Western Compensation and Benefits Consultants found that 94% ranked pay as a competitive basis and as significant incentives. Meanwhile, a Statistics Canada survey found that employees want "challenging jobs, continuous learning, work arrangements, and better communication with their employers". Also, 87% of companies in the western compensation survey reported difficulties in attracting new employees in 2006. Companies need to pay more attention to what their employees say and want (Armstrong, 2010).

• Adapt people to jobs. A large amount of evidence shows the motivating benefits of carefully matching people at work. For example, senior achievers should be able to allow them to participate in setting moderately challenging goals and give their opinion and feedback. Also, keep in mind that not everyone is motivated by the work they have, especially when they have high autonomy, variety, and great responsibility for their work.

• Individualize rewards. Because employees have different needs, what acts as a force for one

employee cannot be done for another. Managers should use their job differences to individualize the rewards they control, such as salaries, promotions, recognition, desirable job assignments, autonomy, and participation. Managers need to make performance-driven rewards. Reimbursement factors, in addition to performance, will reinforce not only those factors but others as well. Significant rewards such as salary increases and promotions should be given for achieving specific goals. Managers also need to look for ways to increase the visibility of rewards, making them potentially more motivating.

• Check the equality system. Employees need to understand that rewards or results are equal to inputs. At a simple level, experience, ability, effort, and other inputs should explain the differences in pay, responsibility, and other obvious causes. Remember that one person's equality is another's inequality, so an ideal-real system should weigh the inputs differently in achieving the right rewards before work. Use the power of cognition.

In an economy where cost reductions and layoffs are prevalent (as we are experiencing in the current economy), recognizing a low-cost cost will reward employees and is a reward that most employees consider valuable. Don't Ignore money is easy to catch so much in setting goals, creating interests, and offering participation opportunities that you forget that money is the main reason why most people work. Some studies show that money is not the top priority of employees (Heckhausen H and J, 2018). Professor Graham Lowe at the University of Alberta and a colleague find that workplace relationship is more important than wage earners in determining job satisfaction. However, allocating performance-based pay increases, job bonuses, and other pay incentives are important in determining employee motivation. We are not saying that managers should focus only on money

as a motivating tool, on the contrary, we are simply and clearly saying that if money is removed as an incentive, people will not show up for work. The same cannot be said for the removal of performance goals, enriched work, or participation.

Research on motivation, and achievement motivation, in particular, has been conducted over the past 30 years in both educational psychology and the developmental psychology literature. Achievement motivation refers to motivation situations in which it is the competence of individuals (Nicholls, 1984). Achievement motivation theorists try to explain people's selection tasks, persistence in these tasks, power in performing them, and quality of task engagement (Eccles, Wigfield, & Schiefele, 1998). The types of motivational constructs and processes that theorists use to explain behaviors such as perseverance, energy, quality, and performance are quite different, although they were also in earlier models of motivation. Currently, theorists who have propagated models of achievement motivation make the beliefs, values, and goals of individuals of achievement one of the most important determinants of these outcomes. These theoretical models stand in stark contrast to earlier motivational models that emphasized constructs such as drives, or processes such as amplification (Weiner, 1990).

Over the last 30 years, we have learned a lot about these motivating beliefs, values , and goals and how they develop. An essential way is that children's understanding of basic motivational constructs (such as their concept of ability) changes when they mature (Nikola, 1978, 1990). So children of different ages are likely to have different meanings of motivation. Much of the relevant work has focused on children's views on ability and intelligence. This work has shown that children's concepts of ability change in interesting ways as they go through childhood. For example, younger children often see skills

and effort climbing positively; in contrast, many older children see the ability and effort to have similar connections (Nicholls, 1990). Such differences have important implications for children's achievement behaviors. Second, children's motivation becomes more differentiated and complex during the childhood years. This should be ensured in the first two phases of HRM by accurately defining job requirements, applicants' compliance with those requirements, and training the new employee on how to perform the job. But another concern is the design of the work itself. If jobs are poorly designed, misrepresented, inadequately described, or do not appear to be relevant to the goals set, employees will perform the job to the best of their ability. Consequently, the HRM should ask whether the latest technology is provided to allow maximum efficiency at work. Is the right office set up (ie is the workplace properly lit and ventilated) for this job? Are the necessary tools available for employee use? For example, imagine an employee who spends considerable time each day developing product designs, this employee, however, is struggling with outdated design software or a computer that is unable to accommodate sophisticated design software. Compared to another employee having access to such technology, the first individual will be less productive. Indeed, office technology and industrial engineering techniques should be included in the design of the work. Without such planning, the best intentions of organizational members to motivate employees may be lost or significantly reduced. Many organizations today recognize that motivating employees also require a level of respect between management and employees.

3. Research methodology

To answer the research question, as well as to confirm the hypothesis of the paper, we used the data collected from a questionnaire. The questionnaire was conducted with corporate employees throughout Kosovo. Individual contact with employees was generally considered reasonable for completing the questionnaires. In this way, the pressure that can be exerted by their superiors, or executive managers to distort the responses to protect the interests of the corporation is avoided.

Saunders, Lewis, and Thornhill (2012) define a research population as the total collection of material or elements for which a researcher wants to draw a conclusion and draw conclusions.

This study adopted stratifying and simple random sampling techniques. Stratified sampling is defined as a sampling technique where the study population is placed in different groups based on similar characteristics of group members. Groups are called 'layers' (Denscombe, 2007). Simple random sampling, on the other hand, is defined as a sampling that is conducted randomly within a study population to give each member an equal opportunity to be sampled (Saunders et al., 2012). This study approved stratified samples as the employee population was not homogeneous. Simple random sampling was performed on each layer to ensure that each member within the layers had an equal chance of being sampled.

The 391 questionnaires were completed for this study. To determine the number of questionnaires to be completed, the formula of Taro Yamane (1973) was used according to his theory of elementary sample selection, according to this formula, the number of elements of choice can be calculated as follows:

n =Sample
N = Popullation
e = 5% level of significance

$$n = \frac{N}{1 + N * (e)^2}$$

Based on the report of the Kosovo Agency of Statistics (KAS, 2018), large businesses or corporations are determined based on the Law on Accounting, Financial Reporting and Auditing (L06 / -032) based on 3 financial criteria, of which these 2 criteria to be met to be classified as

a large business or corporation in Kosovo. The work is based on criterion 3 of this law which is to be employed over 250 employees in the enterprise. According to the KAS report (2018), the number of large businesses registered from 2008-2017 is:

Tabel 1. Total number of registered enterprises by size in Kosovo in the period 2008 – 2017

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	**Total (2008-2017)**
Micro enterprises	6,744	8,242	9,798	9,420	9,919	9,331	9,337	9,333	9,422	9,123	**90,669**
Small enterprises	178	160	215	165	139	179	185	181	167	90	**1,659**
Medium-sized enterprises	40	43	31	21	19	35	41	37	23	9	**299**
Total SME	**6,962**	**8,445**	**10,044**	**9,606**	**10,077**	**9,545**	**9,563**	**9,551**	**9,612**	**9,222**	**92,627**
Corporate	6	8	7	6	3	7	13	9	8	1	**68**
Total	**9,968**	**8,453**	**10,051**	**9,612**	**10,080**	**9,552**	**9,576**	**9,560**	**9,620**	**9,223**	**92,695**

Source: Kosovo Statistics Agency, 2018

Based on KAS data, then the number of corporations among the active years in Kosovo is 68, with an average number of 250 employees, which makes the total number of the population 17,000 employees, based on the formula the research sample is

$$n = \frac{17,000}{1 + 17,000 + (0.05)^2} = 391$$

Cox and Hassard (2010) define the method of data analysis as the process by which a researcher summarizes raw data in a way that makes sense and makes sense. In other words, data analysis methods are a way to make sense of research data. The Social Science Statistical Package (SPSS) version 20 was used to analyze data for descriptive and inferential statistics. Descriptive data were analyzed for percentages and frequencies, while indifferent statistics were analyzed for correlations and regressions. Data were presented using tables and figures.

A multivariate econometric model was used to analyze the working data, where the structure of this model includes (Marhoobi and Attan, 2017):

$$Mo_i = C + \beta_1 CL_I + \beta_2 TL_I + \beta_3 VL_i + \beta_4 OL_i + \varepsilon$$

MO- employee motivation
CL- Classical leadership
TL- Transactional leadership
VL- Visionary leadership
OL- Organic leadership
C - Finding for variables
E - random error for period t

The table reflects this classification of variables as well as the respective questions which have

served as a source for constructing the dependent
and independent variables of the study.

Table 2. Construction of dependent and independent variables

VARIABLE TYPE	NAME OF THE VARIABLE	QUESTIONS REPRESENTED BY THE VARIABLE	METHOD OF EVALUATION OF THE VARIABLE
DEPENDENT VARIABLE	**Employee motivation**	Q.3.1. Q.3.2, Q.3.3, Q.3.4, Q.3.5, Q.3.6, Q.3.7, Q.3.8, Q.3.9, Q.3.10, Q.3.11, Q.3.12, Q.3.13, Q.3.14	Arithmetic mean
INDEPENDENT VARIABLES	**Classical leadership**	Q2.1, Q2.8, Q2.9, Q2.14, Q2.16	Arithmetic mean
	Transactional leadership	Q2.2, Q2.5, Q2.12, Q2.17, Q2.18	Arithmetic mean
	Visionary leadership	Q2.3, Q2.6, Q2.7, Q2.13, Q2.19	Arithmetic mean
	Organic leadership	Q2.4, Q2.10, Q2.11, Q.2.15, Q2.20	Arithmetic mean

4. Testing hypotheses and research questions

Research question 1: Which leadership style does not affect the motivation of corporate employees in Kosovo.

Table 20. Coefficients of econometric model

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.362	.016		22.202	.000
Classical_leadership	.748	.018	.707	41.388	.000
Transactional_leadership	-.463	.026	-.330	-18.112	.000
Visionary_leadership	.165	.026	.141	6.466	.000
Organic_leadership	.480	.019	.450	25.028	.000
a. Dependent Variable: Motivation_of_employee					

Source: SPSS v.25

Testing research question 1: Testing of research question 1 is based on Table 20, which shows that none of the leadership styles that have been tested for impact on the motivation of corporate employees in Kosovo, has had a non-influential effect on the motivation of corporate employees in Kosovo.

Research question 2: Which leadership style has the greatest impact on the motivation of corporate employees in Kosovo?

Testing research question 2: The testing is based on Table 20, which shows that all leadership styles set in the econometric model have an impact on the motivation of corporate employees in Kosovo, while if we rely on regression coefficients the greatest impact has the classical leadership, with coefficient CL = 0.748

Research question 3: Which leadership style has the least impact on the motivation of corporate employees in Kosovo?

Testing research question 3: The testing is based on Table 20, which shows that all leadership styles set in the econometric model have an impact on the motivation of corporate employees in Kosovo, while if we rely on regression coefficients the least impact has the Transactional_leadership, with coefficient TL = -0.463.

Hypothesis 1: The classic leadership style has statistically significant impact on employee motivation in Kosovo corporations.

Testing hypothesis 1: Hypothesis 1 testing is based on Table 20, which shows that the level of classical leadership significance is sig = 0.000 and t = 41,388, two indicative parameters that classical leadership has an impact on the motivation of corporate employees in Kosovo.

Hypothesis 2: The transactional leadership style has statistically significant impact on employee motivation in Kosovo corporations.

Testing hypothesis 2: Hypothesis 2 testing is based on Table 20, which shows that the level of transactional leadership significance is sig = 0.000 and t = -18.112, two indicative parameters that transactional leadership has an impact on the motivation of corporate employees in Kosovo.

Hypothesis 3: Visionary leadership style has statistically significant impact on employee motivation in Kosovo corporations.

Testing hypothesis 3: Hypothesis 3 testing is based on Table 20, which shows that the level of visionary leadership significance is sig = 0.000 and t = 6.464, two indicative parameters that visionary leadership has an impact on the motivation of corporate employees in Kosovo.

Hypothesis 4: Organic leadership style has statistically significant impact on employee motivation in Kosovo corporations.

Testing hypothesis 4: Hypothesis 4 testing is based on Table 20, which shows that the level of organic leadership significance is sig = 0.000 and t=25.028, two indicative parameters that organic leadership has an impact on the motivation of corporate employees in Kosovo.

5. Conclusion

The form of organization of corporations in Kosovo has many problems of their organization and functioning, in most of the surveyed corporations emphasize that the difficulties in terms of economic closure of Kosovo bring you a lot of trouble in their operational organization. The leader in the organization of corporations in Kosovo is almost the manager or recipient of a corporation, which exercises a classical system of leadership, therefore the most dominant form of leadership in the corporate system of Kosovo is the classical style of leadership.

The results of the research conducted with 391 employees in corporations throughout the territory of Kosovo, showed that the 4 forms of leadership styles researched in the doctoral thesis show that they are influential in the motivation of employees in corporations in Kosovo.

The results of the econometric model are a good basis for other researchers in this field, to expand the scope of their research through this research, as leadership styles have never been addressed in

Kosovo in their impact on the motivation of corporate employees. . The research will be extended to other forms of organization in Kosovo, but 95% of businesses in Kosovo are in the form of SMEs and their form of organization does not leave much to be desired.

The overall conclusion of the research shows that the 4 leadership styles addressed in the research help to motivate employees in Kosovo corporations. The most dominant style in Kosovo corporations is the classic style of leadership, as the largest form of organization and functioning, not only of corporations but also of other businesses in Kosovo

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