

**T.C.
ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF SOCIAL SCIENCES**



**EXPLORING THE LEADER'S
LANGUAGE OF MOTIVATION ON SUBORDINATE
PERFORMANCE AND JOB SATISFACTION IN BANGLADESH**

MSc. THESIS

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**Department of Business
Business Management Program**

Thesis Advisor: Assist. Prof. Dr. Burçin Kaplan

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İSTANBUL AYDIN ÜNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ MÜDÜRLÜĞÜ

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FOREWORD

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TABLE OF CONTENTS

	<u>Page</u>
FOREWORD.....	IV
TABLE OF CONTENTS.....	VI
ABBREVIATIONS	VIII
LIST OF TABLES	IX
LIST OF FIGURES	X
ÖZET XI	
ABSTRACT	XII
1 INTRODUCTION.....	0
1.1 Background to Research	0
1.2 Problem Statement.....	1
1.3 Research Questions.....	2
1.4 Research Method	3
1.5 Objectives of Research	3
1.5.1 Objectives	4
1.6 Importance of Research	4
2 LITERATURE REVIEW.....	6
2.1 Introduction.....	6
2.2 Leadership.....	7
2.3 Motivation Language.....	23
2.4 Job Performance:	30
2.5 Job Satisfaction.....	31
2.6 Over View.....	33
2.7 Comments on the Previous Studies.....	46
3 RESEARCH METHODOLOGY	48
3.1 Introduction.....	48
3.2 Research Question	49
3.3 Research Methodology	49
3.4 Interview Technique	50
3.5 Population and Sample Size	50
3.6 Interview Method.....	51
3.7 Semi-structured In-depth Interview	51

3.8	Why These Three Different Organizations?	52
3.9	Tool Development and Design	52
3.10	Data Measurement	53
3.11	Limitations of Semi Structured In-depth Interview	54
3.12	Ethical Procedures	54
3.13	Report Preview	55
4	DATA ANALYSIS AND FINDINGS	56
4.1	Introduction.....	56
4.2	Analysis of Data from Respondents	56
4.3	Discussion.....	68
4.4	Findings	71
5	CONCLUTIONS AND RECOMENDATIONS	74
5.1	Recommendation	76
5.2	Future Direction:.....	78
	REFERENCES	81
	APPENDICES	86
	Appendix A.....	86
	Appendix B	88
	RESUME.....	93

ABBREVIATIONS

BRAC	: Bangladesh Rehabilitation Assistance Committee
EI	: Expected Frequency
ED	: Effectiveness of Decision
EM	: Effectiveness of Motivation
LMX	: Leader-Member Exchange
MLT	: Motivational Language Theory
ML	: Motivational Language
NGO	: Non-Governmental Organization

LIST OF TABLES

	<u>Page</u>
Table 2.2.1: The Typical Result	13
Table 2.2.2: Job Oriented and Employee Oriented Leadership Style	14
Table 2.2.3: Likert's Study.....	15
Table 2.2.4: Harbison and Myers Study.....	16
Table 3.3.1: The Typical Result List of the Selected Organizations.....	50
Table 4.1: Demographic Profile of Interviewees	56
Table 4.2: Demographic Profile of Interviewees	71

LIST OF FIGURES

	<u>Page</u>
Figure 2.2.1: Maslow’s Hierarchy of Needs Model from Followers View.	8
Figure 2.2.2: Maslow’s Hierarchy of Needs Model from Leader View	9
Figure 2.3.3: Types of social network websites	17
Figure 2.5.5: The Needs Model Which is Always Upward Direction	26
Figure 2.6.6: ERG Model.....	27
Figure 2.7.7: “Two factors” Models.	28
Figure 2.8.8: Performance Model	31
Figure 4.1: Language of Leadership	57
Figure 4.2: The Status of Relation between Subordinates and Superiors	58
Figure 4.3: Freedom in Practicing Daily Responsibility	59
Figure 4.4: Scale Motivation Practiced.....	60
Figure 4.5: Scale of Comfortability	61
Figure 4.6: Satisfaction According to Salary	62
Figure 4.7: Steps Defines to Offer Promotion	63
Figure 4.8: Type of Triaging Offered by Organization	64
Figure 4.9: Acknowledgement Offered by Superior.....	65
Figure 4.10: Elements of Motivation can be applied to Influence Performance.....	66
Figure 4.11: Elements of the Leadership Satisfaction	67
Figure 5.1: Area Working Environment Coverage Area	79
Figure 5.2: Motivation Affect (occupy) Area	79

**MOTIVASYON DİLİ BANGLADEŞ'TEKİ ORGANİZASYONLARDA
ÇALIŞAN İŞ GÜCÜNÜN ÜZERİNDEKİ ETKİSİNİ VE YARATTIĞI
MEMNUNİYETİ ARAŞTIRMAYI HEDEFLEMEDİR**

ÖZET

Bu proje, motivasyon dilinin Bangladeş'teki organizasyonlarda çalışan iş gücünün üzerindeki etkisini ve yarattığı memnuniyeti araştırmayı hedeflemektedir.

Motivasyon dili, bütün organizasyonlarda, karmaşık organizasyonel görev ve sorumlulukların tamamlanmasını sağlamak için çalışanlara destek veren önemli bir araçtır.

Bu araştırma, Bangladeş'te bulunan Dutch-Bangla Bank, NGO (BRAC) ve RFL Plastic Product Company şirketlerinde çalışan 30 çalışan üzerinde gerçekleştirilmiştir. Yarı yapılandırılmış derinlemesine mülakat testlerinin sonuçları, hem performans ve memnuniyetin yukarı yönlü hareketine yol açan itici unsurları, hem de hedef çalışan kitlesindeki memnuniyeti ve performansı düşüren unsurları göstermektedir. Ayrıca bu çalışma, yönetici ve mahiyetindekiler arasındaki iletişim kopukluğunu (ki bunlar yöneticinin davranışlarını ve bu davranışların çalışanların üreteceği çıktılar üzerinde etkileri bulunmaktadır) ortaya çıkartmaktadır. Analizlerler göstermektedir ki, eğer bir çalışan memnun ve mutlu ise motivasyon seviyesi yüksektir. Ama eğer bunun tersi bir durum söz konusu ise, verim ve motivasyon hatırı sayılır bir şekilde düşmektedir. Bu sonuçların içeriği, yönetici ve iş sahiplerinin çalışanları ile kendileri arasındaki kopukluğu ortaya çıkartacak, ayrıca çalışanları motive ve memnun tutacak, beklenen performansa ulaşmalarını sağlayacak bazı motivasyon dili tekniklerini uygulamalarına yardımcı olacaktır.

Anahtar kelimeler: *Motivasyon dili, performans, memnuniyet.*

**EXPLORING THE LEADER'S
LANGUAGE OF MOTIVATION ON SUBORDINATE
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ABSTRACT

The present study aimed to exploring the language of motivation on the performance and satisfaction of workforce and employees of organizations in Bangladesh.

Language of motivation in every organization is considered as a tool that leads the employee towards accomplishing specific organizational objectives and goals.

This research was conducted on 30 employees of the Dutch-Bangla Bank, NGO (BRAC) and RFL Plastic Product Company in Bangladesh. The results of semi structured in-depth interview revealed that the language of leadership or leadership style lead the performance and satisfaction in ascendant direction and what are factors, decreased the performance and dissatisfied the targeted employees. Also the study found the relational gap between the manager and the subordinates, which drives the behavior of the manager and makes an effect on the employee's outcomes. The analysis proved that if the employee is pleased and satisfied at his work, his motivational level is high. However, if not, the level of motivation and productivity will decrease noticeably. These findings can have implications for managers and business owners to find out the gap between them and their employees and some action plans to fix the techniques for applying language of motivation that will keep the employees motivated and satisfied to perform as expected.

Keywords: *language of motivation, performance, satisfaction, perception.*



1 INTRODUCTION

1.1 Background to Research

The importance of employee motivation, performance and satisfaction of the company is increasing day by day. The motivation is the key factor, which affects the organizations' human resources. So employees must receive motivations to improve the performance to accomplish the aims of the organization. Where the language of motivation is the distinct tool to improve performance and satisfaction . Nowadays most discussed topics are about language of motivation, performance and job satisfaction of employee and efficiency of the organization. Employees or workers will seriously perform their responsibilities and duties only if the leading factor in the organization is motivation (Mayfield & Kopf, 1998). Standard pays or salary is also an effective tool to take main roll to improve the performance of employees and also develop the productivity of an institution (Clampitt& Downs, 1994).

According to Dr. Niranjan Sia (2015), "Motivation of the employees and performance are based on their ability to participate collectively and their responsibilities given by the superior are to be objective to get extreme productivity". Recent researches focus more on improving the level of productivity, accomplishment and ability of working. Managers who want to get maximum productivity with perfection for them the most psychological important term is language of motivation.

Employee takes main role in the perception of customer about the organization. Organizations spend a large amount of money to achieve the loyalty of customers in state of motivation plan of employee. Employees interact with customers and also carries image of organization in their attitude, behavior and in mind through. So organization needs to enhance their focus towards the motivation of employees.

In this advanced age of globalization, organizations are facing competition in the business. If an organization cannot positively motivate employees, it will not have opportunity to exist in the environment of competitive business market (Sullivan, 1988).

It has also discussed how important to understand different demographic motivations and their impacts on performance and job satisfaction. Bangladeshi organizational characteristics and their impact on the general motivation were researched. Human assets or human resources define the value of employee or the workers of any institution (Bass, 1985). Many studies have been done to find out the impact of motivation on the productivity and satisfaction of workforce in the company.

In light of the issues raised above, this study was an attempt to investigate the effect of language of motivation of leader on subordinates' performance and job satisfaction in Bangladesh. The present study attempted to explore leader's motivation on performance and job satisfaction of employees. Conducting studies like the present one can provide more effective and supportive motivational instrument for the organizations in Bangladesh. In other words, the results of studies like the current one may help managers to diagnosis the gap between the motivation approaches and outcomes of the workforce with right tools of solution.

1.2 Problem Statement

Annually number of industries spring up so much, but at the end of the year many of them go downhill against the leaders of the motivation factors and causes a lot of problems due to language have been attributed to the performance of employees.

There are 175 million people in Bangladesh. Huge sources of workforce are working for the all type of industry such as bank, non-government development organization, production industry etc. So there are lots of valid and derived causes for which managers are always within distress in the organizations. Though human, materials, equipment and technology, all type of resources are available but very few matters envisaging managers every day. More significantly, from the human viewpoint has queries that managers are confounded and fascinated for a long time. Those questions contain:

- Which leadership language or approach is practiced to make the subordinates motivated in Bangladeshi organization?
- What leads the employees to act more actively than others?
- Which tools drive the employees to be more satisfied in their tasks than others?

The truth is that the scale and style of motivation can drive subordinate behavior, performance and total job satisfaction. Up to now, many researches and analysis have been conducted with limited solution in Bangladesh.

1.3 Research Questions

Research question designs from principal of motivational language theory. First, the primary speech behaviors characterize most oral expressions which can arise in superior and subordinate talking. Second, behavior of leader powerfully drives the language of motivation on results of subordinate (Sullivan, 1988 &1992). Followers depend more on habitual message than language when the discrepant takes place between two individual (Dulek et al, 1992). Conversation is seen as cheap while it disputes with actions. View of subordinates from the speech of leader like a part of framework of a behavior and only language of motivation is potion of this structure.

The third primary question of language of motivation deals with expectation that employees make greater engagement in acceptance than they have oral communications. The communication process of leader is dyadic. The theory of Sullivan also been agreed by same work like Pincus' (1986) study, that gives strong realistic connection between dissimilar factors of communication of leader.

As derived before, language of motivation has significance because that connects communication strategy of leader with the key of result of performance and job satisfaction of employee. These estimations drive the bellow research primary question:

“Exploring the characteristics of leadership behavior (approach of motivational language) influence the performance and job satisfaction of subordinates of Bangladeshi organizations?”

Secondary questions of the study were as follows:

RQ1: What type of leadership approach is practicing in Bangladeshi organizations?

RQ2: What are the tools of motivation applied to lead the performance of subordinates?

RQ3: What are techniques of the leadership style and motivation encounter in job satisfaction of subordinates?

1.4 Research Method

The idea of language of motivation and model of effective leadership talk was found by Sullivan in 1988. The goal is making a strong bridge between the distance of leader intention and followers considering to be positively derived for the outcomes. In brief, hypothesis of language of motivation theory that gives variance in speech of leader so that can be taken as a tool of motivation to aid subordinates to fulfill the desires of organization and objective of individuals. Here it is significant to mention that language of motivation only discursive responses of subordinate to managerial initiated approach and not the opposite part (Sullivan,1988).

The independent variable of this study is leader's language of motivation and the dependent variables are subordinate's performance and job satisfaction. Following are the theoretical and operational definitions of each variable:

Language of motivation: Some leading and hygiene factors that accelerate the performance and satisfaction of the workforce.

Performance of employees: The ultimate outcomes or productivity of the human resources of organization.

Job Satisfaction: The experiences and realization by the employees about the job.

1.5 Objectives of Research

This research will emphasis on the approach of motivation of leader how driving the performance and satisfaction of employee of an organization in Bangladesh. Different type of organizations with different work environment actually identifies

their own motivational approaches based on their employee level. So the aim of this study is as below:

“Exploring the characteristics of leadership behavior (approach of motivational language) influence the performance and job satisfaction of subordinates of Bangladeshi organizations?”

The aim will identify all the variables and competencies needed to find effective motivational language. Moreover, the outcomes of the research will make the below contributions.

1.5.1 Objectives

1. Recommending the effective motivational language.
2. Analysis that varies the satisfaction.
3. Offering assistance to the management of any kind organization to understand influencing the performance of workforce.
4. Mentioning the tools which will improve the job satisfaction of employees
5. Evaluate leader-subordinate liaison through motivating language structure. Consider the applicability and implication of these findings in the perspective of Bangladesh.

1.6 Importance of Research

The ultimate purpose of this study is to identify the main facts of fluctuating employee's performance and satisfaction for the language of motivation of leader within the framework of motivational method.

a) Scientific Importance:

- ❖ The data of research question of this study will help to understand the management that implementation right motivation language of a leader is the key factors on the overall employee's performance and satisfaction.
- ❖ It will support the leader or managers to recognize the causes and methods which are effecting the behavior, performance and satisfaction of employees internally and externally of the organizations.

- ❖ The analysis will sensitize leader that for which specific factors the employees act is commenced and prepared.
- ❖ The research will also advantage the managers to formulate strategies which will make extremely inspired employees with expected results of productivity and satisfied workforces.
- ❖ This is a source of study for researchers who want to learn about the implementation of this knowledge can be considered in Istanbul Aydin University, and the research in this area can be a primary basement for those interested in further study.

b) Practical Importance:

- ❖ This study will have possibility to contribute in developing the supervision structure for the subordinate performance and job satisfaction depend on many dynamics, such as leaders motivating language, environment and culture of organization, compensation package and commitment of organization and so on. We presumed motivational language of leader is the only distinct variable to analyze subordinate performance and job satisfaction.

2 LITERATURE REVIEW

2.1 Introduction

Changing the world one of the most important and necessary skills is leadership style. It has become significant day by day, since we attempt to take control of our own objective and direct the objectives of our family, community, organization and our world, the needs of effective leadership capability is ever explicit. One of the key to our future accomplishment and endurance is effective leadership (Pearsall & Sims, 2013).

This has generally advised that the application of leadership style in present days is effective and beneficial not only to performance of institute but also increases the interests of stakeholders of organization (Sakiru et al., 2013).

But how we define leadership, and who is having it? How can a person build up ability of leadership, or does people get it by born? It is said leadership need to be educated and acquired. Some people say leadership can be a souvenir which cannot be learned.

Right leader and leadership styles are vastly related to the issue of employee motivation, outcomes and job satisfaction. A successful leader knows different way to provide the requirement of the others and influences them to act as wanted (Quaquebeke & Dick, 2012). Without leader an individual can be motivated but without the support of supporters no leaders can be successful (Fleming, 2011). If someone has believed for competing challenging type job, those type people have intrinsic to attend perform or influence themselves in different way to be able to accomplish at as in needs for challenging type job (Houglum, 2012).

On the way, if leaders find that someone is able to get promotion in the organization hierarchy but employee wants to stay at that same level where he/she is working at this time the leader does not have anything to do.

However, the employees have enough influence and motivation by the leaders but employees perhaps not rise up as expected in the hierarchy by the training process. Leaders have to convince their employees so that it becomes in their most priority to work as the way encouraged (Rakich & Darr, 2000).

2.2 Leadership

Leadership is to influence other people behavior toward accomplishment of organizational or individual goals. Any kind of effort that influences other people's behavior and tendency to accomplish towards the goals of organizational or individual is known as leadership (Danserau et al., 1975).

2.2.1 Leader

Rendering to Maslow, a person is prepared to move willingly towards the goal when if only if his or her unsatisfied needs are fulfilled. The initial idea of the Maslow involved with only characterized growth or development needs (Maskow, 1971).

- ✓ Who influences other people's behavior.
- ✓ Who tries to accomplish the goals of organization.

Ex:

- Government political leader, coach of team.
- If there is leader then there should be follower.
- Leader influence the followers.

The number of follower can be many or few. In this case we can call this type of person as leader. She / he is leader because of leading other people we cannot consider parents as leader, although the lead their children. Because their leadership is not for organizational goals rather for ethical one.

Therefore, leadership must be for organizational goals. Leader via gaining organizational goals influences the behavior of subordinates (follower). Not only being president, but also the one who improves the moral of team to gain goals is consider as leader (Maslow & Lowery, 1998).

- Why should anyone accept commands of leader, influences and also efforts?
- And why followers follow the leader?

To explain these questions need Maslow’s need model. The follower wants to satisfy their several needs.

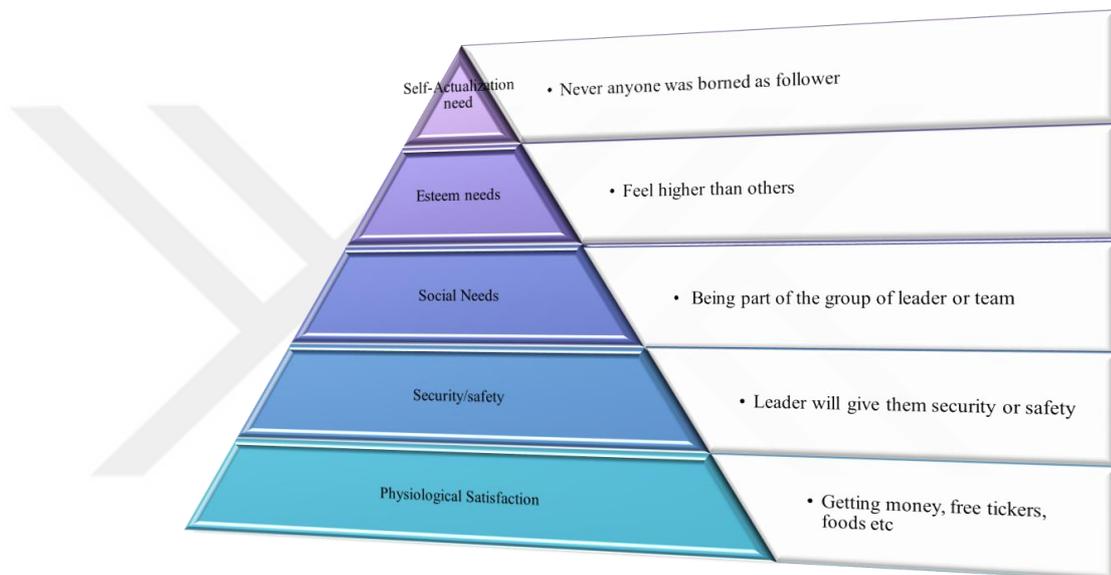


Figure 2.2.1: Maslow’s Hierarchy of Needs Model from Followers View.

Maslow, A. H. (1954). *Motivation and Personality*. New York: Harper and Row. 2 ed., pp. 38

1. Physiological Satisfaction: Some follower need to satisfy their physiological needs. Like – giving money, free tickers, foods etc.
2. Security/safety: They think the leader will give them security or safety.
3. Social Needs: They feel belongingness begging part of the group of leader or team. Like: Football team fans.
4. Esteem needs: It makes them feel higher than others. Like – their team win but the competitors team loose, their team be in higher place than.
5. Self-Actualization need: It is the last possible satisfaction, because nobody dreams to become follower of someone. Never anybody gets borne as follower.

❖ Why someone wants to become leader?

To explain these questions need Maslow's need model. The leader wants to satisfy his/her several needs.

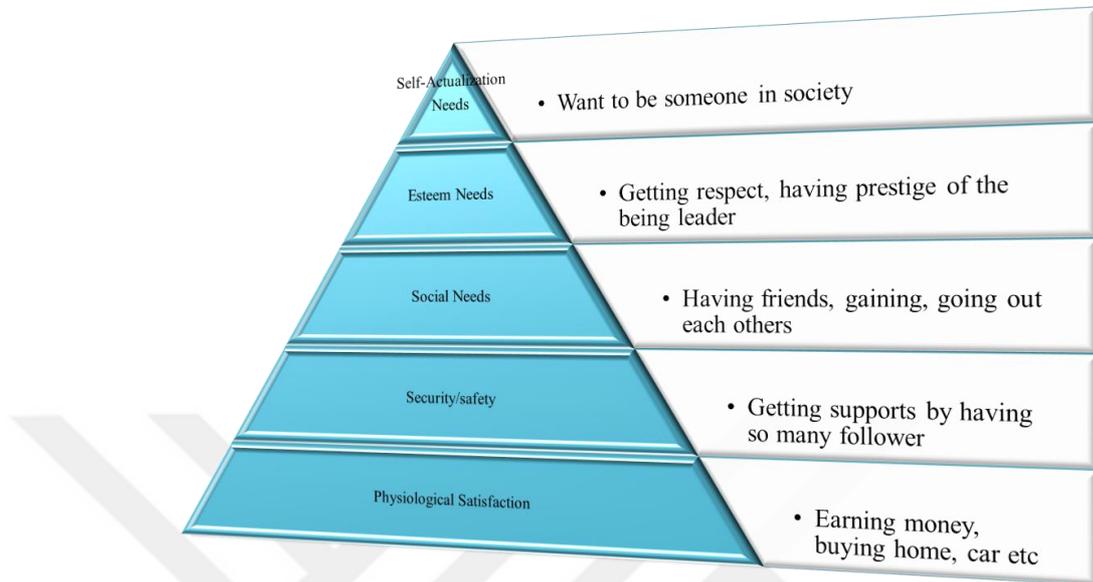


Figure 2.2.2: Maslow's Hierarchy of Needs Model from Leader View

Maslow, A. H. (1954). *Motivation and Personality*. New York: Harper and Row. 2 ed., pp.

1. Physiological needs: Followers supports to leader by providing physiological needs. Like: Earning money, buying home, car etc. The follower provides money to leader. Most of the leader lives better life than the follower.
2. Security needs: They feel more safety because follower will provide it, by having so many followers to that supports him.
3. Social needs: As they have so many followers that means they have the society. Having friends, eating, gaining, and going out each other's.
4. Esteem satisfaction: being in the top level, getting respect, having prestige of the being leader, looking from top level.
5. Self-actualization: Having so many followers they become motivated and they become motivated and they want to be someone in society and they start thinking.

❖ **Where does the leader get power to influence followers?**

The answer of this question is based on the studies of two authors French and Raven “Bases of powers” (1959).

- Certain people have power because of their position or legal status.
- Coercive power: The power of punishment of people. Threatening with punishment.
- Reward power: The power of reward the above mentioned power are the command bases power

2.2.2 Types of Leadership According to Approach

From the analysis we can't define which leader is appropriate because it depends on the situation. As we are analyzing the individual behavior, we found 4 types of leader according to behavior. Through these four types of leadership cover all type of approaches (Lewin et al,1939).

1. Autocratic or Authoritarian leadership.
 2. Democratic or Participative leadership.
 3. The Laissez-faire or Free-rein leadership.
 4. Paternalistic leadership.
1. **Autocratic or Authoritarian Leadership:** The leader makes all the decision. The leader decides who what to do and how to do? As the leader decides everyone responsibilities, if anybody do not do as she/he said she/he would threatened them as punishment. The leader controlled them all.
 2. **Democratic or Participative Leadership:** Being democratic is different-participative. In democratic who gets the highest vote they choose that person but democratic participative is more participation or everybody participate. Everybody gets chance to give decision. They get together and sit for discussion and said for decision. The leaders leave the decision to the group member or subordinates. So all the group members discussed and decide who will do what.

3. **The Laissez-faire or Free-rein Leadership:** The leader let others or follower what they wanted to do? The leader let follower complete freedom to do whatever they want to do. But do not give any instruction. Also larder does not control the subordinates or followers. Here everybody was free to take their own decision.
4. **Paternalistic Leadership:** Here leader considers the relationship between the followers as family relation. The subordinates get guides and protects as part of the family of leader. So subordinates get good working circumstances and handsome benefits from the head of the family. The idea is that employees will work harder out of appreciation.

There are more studies available those had been done about the approach of leadership (Gregory, 2014).

One of the necessary task was an inclination to tangential areas which should surpass metropolitan places. That's why the improvement of SNSs are not related to Cyworld, it depends on the situation in America. MySpace was the first website that characterized with this attribute in America and after 2004 began to be widespread, even though afterward penetrated to music sector(Miller et al., 2015).

a. Great Man Approach:

Taking the history of some great leaders and study which and how make them effective and good leader. And understand their life. They tried to find the answer of “what made them leader?” They looked at their life in ages when they were young, adult and old. This type of approach did not last long time because certain country and certain time have their own characters. Today this type of approach does not work because everything changed. Such as: time, situation and information (Thomas, 1840).

b. The Trait Approach:

They studied some successful leaders' history, character and personality. They tried to find all of the characteristics they have or not. And they left the study because they found some conflicts each other's. They did not find all traits one leader had all of that. Why they left the approach? Because the formal characteristics under the trait approach is o measuring level or tools (Stogdill, 1948).

c. Leader Behavior Approach(1930):

They took some good and bad leaders and studied their behaviors. How they became leader? What they made good or bad leader. The research in this type of approach they have asked question "How do they behave as a leader?"

1. First Study:

In 1930 Lenwin, Lippitt and white (University of Iowa) took some assistance to send them in summer camp and they were interested to play different type of leader behaviors. The types of behaviors were:

- i. Democratic Participative
- ii. Authoritarian Style

I. Democratic Participative:

Being democratic is different from democratic participative. In democratic who gets the highest vote they choose that person. But in democratic participative is having more participation or everybody participate. Here everybody gets change to give decision. They get together and sit for discussion and ask for decision. The leader leaves the decision to group member or subordinates. So the entire members discuss and decide, who will do what. As a result when the group decision is made everybody is satisfied (Lewin, 1939).

Table 2.2.1: The Typical Result

Productivity: Tasks, Plans, Efficiently and Effectively	Status	Remark	Satisfaction	Status	Remark
Authoritarian	All are known	1	Authoritarian	Low	3
Democratic	Confused	3	Democratic	Moderate/OK	2
Laissez faire	Very Bad	2	Laissez	High	1

Lowin, A.(1963). Participative Decision Making: A Model, Literature Critique, and Prescriptions for Research. Organizational Behavior and Human Performance 3, pp. 68-106.

II. Authoritarian Style:

Authoritarian style of leadership can be found in political situations. Such as: in Russia. There were different results of behavior. The number of production can be increased but because of the threat of punishment there is no satisfaction (Lewin, 1939) .

2. Second Study (1950 University of Michigan) :

This study called “Style continuum” They took managers and divided them in two categories good and poor. After that they classified in three categories by evaluating them.

- I. The Superior Rating: The people of higher level than managers.
- II. The Peers Rating: The same level or coworker.
- III. The Subordinate rating: The people who work under those managers.

Those who got high scored in all three categories were good and successful leader. There was also another criterion. There is also a criteria, the promotion rating: Those who got earlier promotion then other within less time.

→Through that study they divided them into two groups.

→ They found two kind of leadership behavior.

The two behaviors:

1. Job oriented style.
2. Employee oriented style.

In 1955 they concealed the study and found that Employee orientation is highly accepted (Baker et al, 1955) .

Table 2.2.2: Job Oriented and Employee Oriented Leadership Style

Job Oriented Style	Employee Oriented Style
<ol style="list-style-type: none"> 1. Highly instructed. 2. Little tools and resource. 3. Using the power of resource as possible. 4. Highly complete the job. 5. Anyhow want to make the work done. 6. With no mistakes. 7. Efficiently and very productive. 8. By anything make the work done in time. 9. Highly occupied the work and does not care about people as human being and always threat them to punish. 10. So serious as long as the work done. 11. Not friendly, supportive to subordinates. 12. Job orient style as theory “ X ” 	<ol style="list-style-type: none"> 1. Employee is the most important not the job. 2. Give importance to the relation. 3. The work team consider as family. 4. Avoid the mistake to learn the problem. 5. Still the job is not perfect but the team function is friendly. 6. But they are willing to satisfy the work gets done. 7. They care about team, get closer and understand each other. 8. They try to know the problem. 9. They try to give them reward and incentive. 10. Employee oriented style as theory “ Y ”

Baker, Sheridan W. Jr. 1955. *The Rackham Funds of the University of Michigan*. University Press.

3. Third Study is Likert study (1961):

The most famous one. He made little different to other. He classified as in four groups (Likert, 1961).

Table 2.2.3: Likert’s Study

System 1	System 2	System 3	System 4
Exploitive	Benevolent	Consultative	Participative

Likert, R. (1961). *New patterns of management*. NY: McGraw-Hill

- I. Exploitive: Leader maximum authority. Employees used them as machine. Leader thinks he knows everything and best. They want the work done by anyway. Egypt and China use this.
- II. Benevolent: They try to help a little. They also make discussion. But the superior guide them and help them in few ways. They loved the manager as guardian.
- III. Consultative: Leader consults their subordinates to know their opinions. Leader takes some suggestions which are useful. Leader asks for the opinion. But the final decision is made by the leader.
- IV. Participative: The leader does not take decision. The managers give charge to subordinator to make decision. It must be more participative of the members. It’s true for us.

Again most successful manager style is system 4 participative. But it can be wrong if the subordinates are educated. So it depends on the education of the subordinates. It took place to the “United States”. So the results are true for the location only. According to Liker, system 4 participative is the best.

4. Fourth study was done by Harbison and Myers 1955(Michigan study)

International study in 16 different countries. Some were industrialized like, France, some were half industrialized like Italy and Poland, and some were democratic like US, Russia. They used four different styles (Herzberg &Mausner, 1987).

Table 2.2.4: Harbison and Myers Study

Authoritative	Paternalistic	Constitutional	Participative
---------------	---------------	----------------	---------------

Herzberg, Mausner. (1987). *The motivation to work*. New York: John Wiley Inc

They found that in the country where more industrialized they are more participate 80% of the managers follow participative style. High level of industrialized has high level of participate. But where less industrialized they are more authoritarian management system. Less level of industrialized has authoritative. In industrialized countries more democratized management observed. There is high relationship between managerial and rate of industrialization. But this conclusion is not work but it support the employee oriented management. If you go to employee oriented, you become less authoritative. If you go to authoritative, you become less employee oriented.

5. OHIO State Studies (1945 and continuing into the 1950):

They study again the behavior of manager but there was one difference. They also got same result of Michigan study (Job oriented and employee oriented). According to OHIO State they have two axes. Every manager can have same manager of job and employee orientation or different amount. In one manager can have both of them at the same time. So it defines $9 \times 9 = 81$, so there 5 important position in the graph (Hemphill & Coons, 1957).

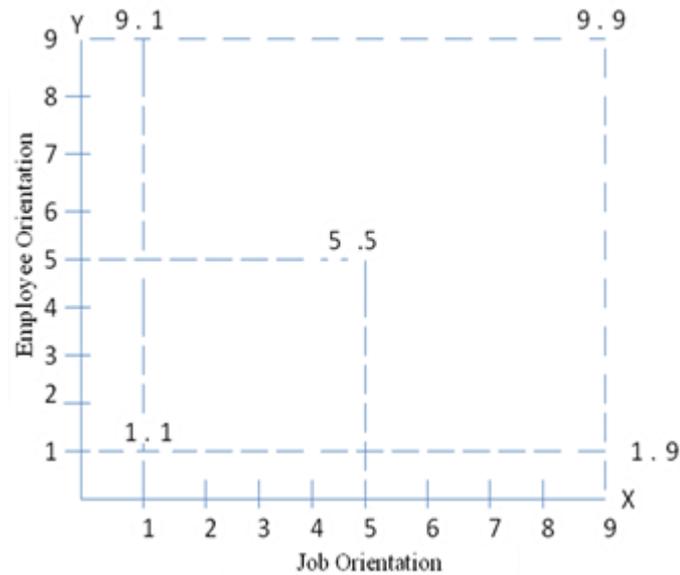


Figure 2.3.3: Types of social network websites

Hemphill, J.K. & Coons, A.E. (1957). *Leader behavior: Its description and measurement* (Research Monograph No. 88). Columbus: Ohio State University, Bureau of Business Research.

Description of points: Since the explanatory titles indicate, the approaches of leaders on the followers as employee oriented give importance on human relationship and Job oriented approach of leaders strongly emphasis on the production or performance of the responsibilities. Below points describes those 2 (two) approaches as opposites.

X.Y=1.1

- No job and no orientation.
- They don't like the job.
- They hate everybody.
- Not share anything to others.

→ Or closed to raiment

Y.X= 9.1

- Vary authoritarian.
- Not care his employees.
- Very hard working parson.

$Y.X = 1.9$

→ They give importance not job.

$X.Y = 5.5$

→ They are having the both style in average.

$X.Y = 9.9$

→ Maximum authoritarian.

→ Maximum employee oriented.

→ Best style.

→ Most successful manager.

In this managerial grid we can measure the manager orientation. But it varies manager to manager. Need to remember that both Michigan and OHIO studies related to leadership behavior but with a little difference.

6. MRF Maier Study:

In 1963 Maier found that, A decision is considered to be the three classes the function of the effectiveness of the results, each of which is used in the decision process can be expected to be affected. Maier found that Effectiveness of decision = Quality * Acceptance. In short $ED = Q * A$ (Lowin, 1963).

Quality:

→ How correct is the decision objectively is called Quality.

Ex: sometimes good or bad.

→ Corrective form and amount of rightness.

Acceptance:

→ Whether the decision is accepted or not according to the view of subject.

So the decision must be high quality and high acceptance. If one of this is "0", it does not work. The outcome becomes also "0". As the quality of the decision is 100% but no one accept it, than the outcome is "0". Or the quality of decision is "0" but everybody accept it, than the outcome is still "0". So here, the both factors dominator should be high. Right decision * high number of acceptance by member.

To Maximize Quality:

- The leader should make decision.
- When the leader is experienced.
- When the leader is knowledgeable and skilled.

To Maximize Acceptance:

- The group will make decision.
- But the group member should be active and skilled, experienced.

So it makes conflicts sometimes. For that Maier said “It depends on the situation and the type of problem.”

To Maximize the Effectiveness of Decision:

Effectiveness of decision = quality * acceptance.

Where, Quality = Leader decision.

Acceptance = Group decision.

We should see that type of problem where quality is important or not. Where acceptance is important or not. If $Q > A$ (decision) = leader decision, where the quality is more important than the acceptance. If $Q < A$ (decision) = group decision, where the acceptance is more important than the quality. If $Q = A$ (decision) = Leader discuss with group and makes the decision with group. Where quality and acceptance both are equally important. Maier said, 75% problem with $A > Q$ or $A = Q$. So again he gave importance to the group.

7. Theory X, Theory Y:

Douglas McGregor's (1960) Theory X vs Theory Y is famous for an array of approaches to leadership (Blake and Mouton, 1964).

THEORY – X:

- Typical man.
- Threat to punish.
- Subordinates are lazy.
- In this approach is Authoritative.
- Hobbes, Machiavelli, Fraid and Taylor believed it.

THEORY - Y:

- Men enjoy the work.
- No control on them.
- Give reward.
- They are willing to take responsibilities.
- Here the approach is democratic.

8. Situational Leadership Approach (1969):

After 40 years they found now in this style. It depends on the condition. What type of leader, type of follower and type of problem and the type of urgency of the decision. It means the limitation time to take decision. A good leader should be able to change the approach on the time when need authoritative and when democratic. Group decision takes time but when there is no time the leaders need to make the decision. So a good leader should be able to change his style as condition required (Blanchard et al, 1993).

9. Under The Frist Approach of Maier There are Three Related And Some Model:

- A. Vroom and Yetton (1973) model.
- B. Chung and Madison leadership selection model.
- C. Fiedler's contingency model (Situational ,1960).

It includes 3 conditions to determine the style

1. **Leader and member:** The relation between leader and follower.

2. **Task structure :**

→ Structured task: jobs define clearly and in certain way.

What to do? How to do?

→ Unstructured task: Tasks are not clear, Who and How will do it?

3. **Position power:**

→ It means the power of punishment.

→ What power for certain position.

→How much power and limitation.

→Power of reward.

→ Sometimes the law gives the power.

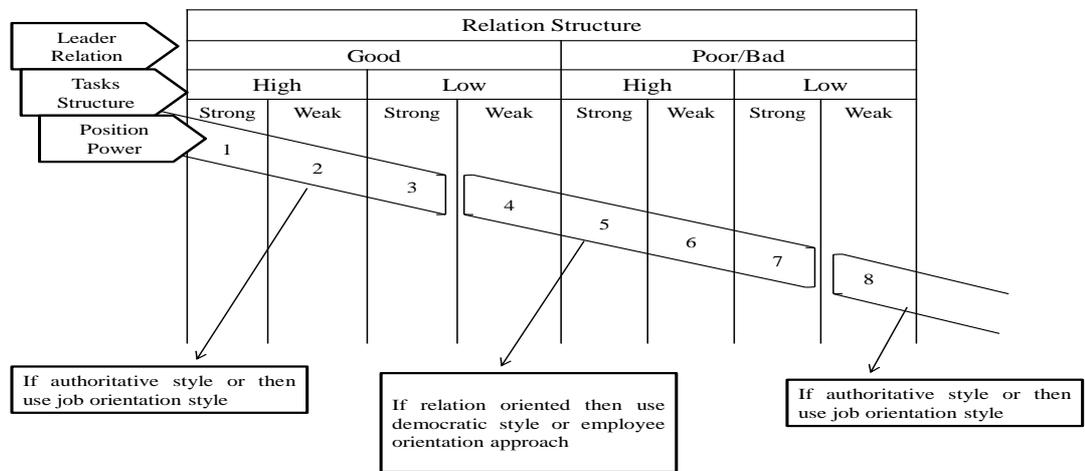


Figure 2.4.4: Relation Structure

Lowin, A. (1963). *Participative Decision Making: A Model, Literature Critique, and Prescriptions for Research*. *Organizational Behavior and Human Performance* 3, pp. 68-106.

We can't define from this analysis which one is appropriate because it depends on the situation.

As we are analyzing the individual behavior, we found 4 types of behavior.

→ 4 kinds of Relationships:

1. Reactive.
2. Proactive.
3. Inactive.
4. Interactive.

1. **Reactive:** This type of leader accepts others. At the same time they are obedience and also obey others. Leaders accept other decision and motivation. When the other person knows then the leader does not know.
2. **Proactive:** They are disobedient. Leaders prefer to give order threat with punishment. Always keep telling others what to do. These kinds of leaders prefer supporting complex and seeking help from others. Also at the same time wants to make discussion and decision. It applicable when only has all resources.
3. **Inactive:** they do not like to make decision. They try to run away to take decision. Leaders make delay to decision and postpone it. They always do something to forget decision and do not want to make action to the decision. Sometime it needs to postpone the decision because of lack of resource.
4. **Interactive:** Leaders collect or seek information and share the information. These types of leaders try to learn the problem and at the same time create alternative solution and share with others. They always active and ready to discuss to increase both of their knowledge. This behavior is acceptable when both of them have same resources.

2.3 Motivation Language

It is a force in a framed to increase or exhilarate activates to attain the purpose which is known as motivation language. Where motivation defines as positive power and language is a process or approach. It drives to work hard to get the goal of organization. An inner state that activates, directs sustain nonstop behavior towards goal. Willingness to expert high levels effort to satisfy some needs of goal.

2.3.1 Motivation Patterns (Towards certain goal):

Type A:

Legal (rolls or law) on imposed compliance (obey order): Legal makes sure the dependable behavior. It is classical theory. Threading to do some things. But it cannot attract qualified people or type of (III) peoples. Also it cannot satisfy (I & II).

Type B:

Use of reward: It can attempt qualified people and ensure the dependable behavior. Telling the people that if you do the work then I will give you reward. Instead punishment, rewards, they have to work hard. EXM: Football players.

Type C:

Job Identification: Not for money it identity the work, which is enjoyable. And what the people like to do? Some people like the job which they enjoy. Such as actors, novelists, poets, craftsman. They do their jobs to prove its value, not because of money.

Type D:

Internalizing: Accepting the companies' goal, getting the satisfaction by attaining the goal of company. Expecting your goal of company, as your companies reach its goal. They are willing to do extra work for company goal. They want to do something for the company.

Type C and D can satisfy all I, II and III

To survive a form must:

- I. Attract qualified employees (Relate with A type).
- II. Ensure dependable behavior (Relate with A and B type).
- III. Elicit innovative behavior:
 - ⇒ Innovative ideas.
 - ⇒ Creative some things now.
 - ⇒ Being the new ideas. (It's related with type C and D).

If we go through deeply, will find that numerous of researches, studies and experiments had been done about this topic or related topics.

2.3.2 Historical Evaluation (Motivation Concept):

Motivation: It is a Latin word. The root of this word's motor and it means

⇒ What more human beings.

⇒ Which moves behavior.

They earliest authors who talked and wrote a lot about motivation are Katz and Kahn.

During Greek civilization:

Hedonism: Greek word that means enjoying pleasure and avoiding pain. It is basic motivation (Bentham & Mill, 1973). Until about 1990s, they believed in above-mentioned concept. After 1900 year, William James and McDougall said, "People have intrinsic feelings like, crying, joy, happiness, sympathy that are subconscious." They introduced idea of instincts and subconscious.

Beside their people, Freud believed that people are emotional and people have intrinsic motivation. This is known as Freudian theory. People do not rational catch joy and avoid pain. Something inside force them to do something (Psychoanalytic theory).

Behaviorist Theory (1930-1940): It gives learning from a certain behavior. It comes from childhood. No one order and they live themselves. Everything they wish and they did. This is not so realistic. Some people the way of life, like Bakar “Happiness is the matter of degree”.

Industrialization: In the industrial revolution in 1750, the steam power and machine were invented and the workers saved themselves from several manual works. So hard and boring jobs became very smaller and easy. And which gives very little satisfaction.

Why do people work?

1. **Work provides some pay:** To fulfill the basic needs people do jobs. Earning through the work, not necessary to enjoy the works, they need to buy food, house cars etc.
2. **Work provides Opportunity for physical and intellectual effort body:** when people work they use physical energy and brain, like Calculation.
3. **Work determines employee social status:** The position people work it increase social status and prestige. Like Doctor, engineer etc.
4. **Work provides human interaction:** People do not to live alone .They always wants to meet with new peoples. So work place also a certain place where opportunity to have new friends.
5. **Work in a source of satisfaction:** When people identify that this product is his own made product, it's give him some satisfaction from the final product.

2.3.3 Motivation Models:

A. Maslaw's “Hirarchy of Needs”Models:

He was psychologist, His models relates to motivation of all human beings. In his models he explains why people behave in such way, what the reason is, what relies behind every action of the people and finally he concludes that it is because of their unsatisfied needs. The needs which are not satisfied for a long time. Unsatisfied need lead to tension, stress and frustration. So none of the people want to suffer them and want to get rid of them. Most of the people have many unsatisfied needs (Maslow, 1971).

❖ The Reasons are:

1. What they move.
2. What are the needs to move.
3. What are the needs to behave to work.
4. People behave to in order to satisfy their unsatisfied needs.

If the unsatisfied need continue for a long time, then they whatever they need to do to satisfy their needs.

❖ The needs are arranged in an order:

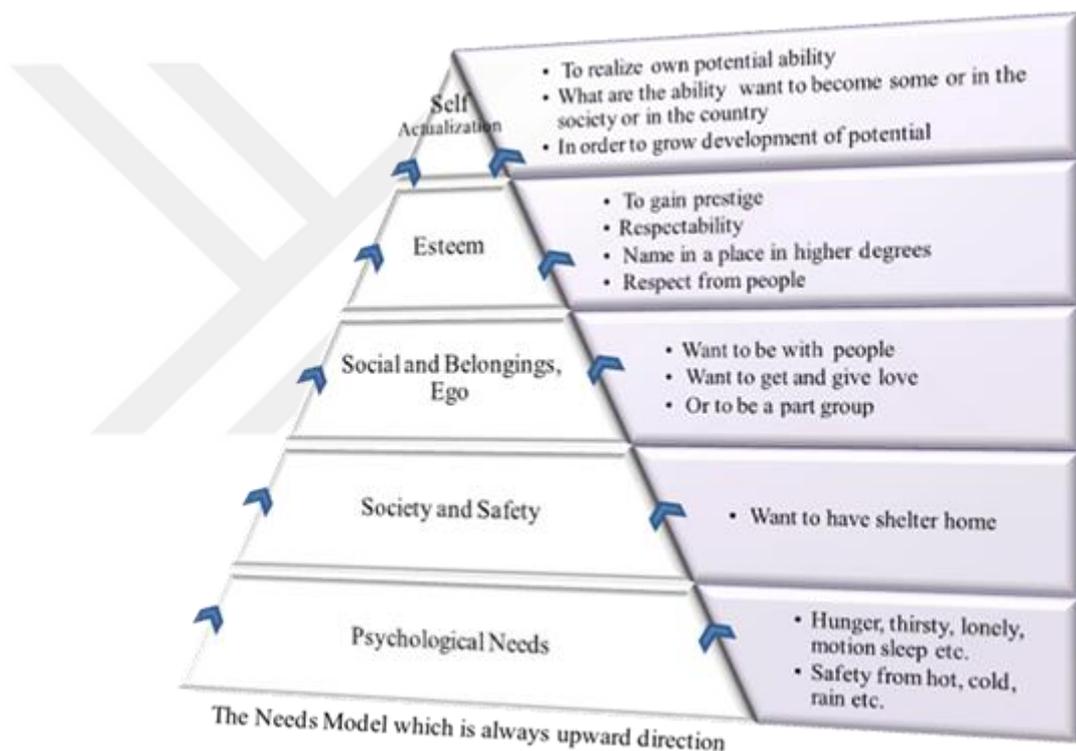


Figure 2.5.5: The Needs Model Which is Always Upward Direction

Maslow, A. H. (1954). *Motivation and Personality*. New York: Harper Row. 2 ed., pp. 37

If the organization find out the need of employers then from the needs model and satisfy their needs then it's possible to move them work towards the goal of organization. There is no empirical test, no scientific test to prove this, but it's logical.

B. Alderfer and Chung's "ERG" Model:

It has been said 1961 to 1978 the theory of ERG was developed. To convey Maslow's required hierarchy motivational theory in harmonization by practical study, Clayton Alderfer reclassified by his own language. His modification is identified as ERG motivational theory. He rearranged model of hierarchy needs of Maslow into three straightforward and larger scales of needs. ERG Theory, beside with the three different fulfilled methods to examining motivation, offering the hypothetical basis for an observed research of motivational aspects in the place of work (Alderfer, 1969).

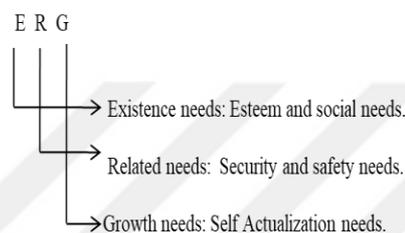


Figure 2.6.6: ERG Model

Alderfer, C. (1972). *Existence, relatedness, & growth*. New York: Free Press.

They mention that it is not necessary to order that needs in hierarchy but that can exist at the same time in same level.

C. Herzberg's "Two factor" Models (1987):

What are the two reasons that made you not to work in company or job on a position. 90% percent shows the problem in job place. The problems are:

1. Salary.
2. Working condition or environment.
3. Suppressions.
4. Co- work, not friendly.
5. Company policies.

Those are the reasons they compliance about the company working life. It is called "Hertzberg's Factors.

What are the two events that encourage those to think feel better about company.

The reasons are:

=>Type of job: They do the job they like. And they enjoy their work.

=>Learning: Learning new things like: Sending seminar, workshop.

=>Reorganization: For doing right things management congratulates him.

This model shows that if more power can be given to employee they find more responsibility. As a result employees get growth by increasing the ability and at same time they get change to develop their self. And they create space to entertainment.

Those are known as “Motivator” .On the basis on theory he come with new theory.



Figure 2.7.7: “Two factors” Models.

Herzberg, Mausner. (1987). *The motivation to work*. New York: John Wiley & Sons, Inc

If the salary is increased. And if the title of the position increased. Also at same time, if they get changes to satisfy their need. The person will come neutral position. So in that position can be defined as:

No satisfaction

No dissatisfaction

So after this position if that time the motivator factor is given them, they will come satisfy people. The method Herzberg used it called “Critical Incident (Herzberg et al, 1987).

D. Theory-X, Theory –Y,(Douglas McGregor,1960):

THEORY- X:

Those are typical human beings. These type of man don't like to work, they are lazy by nature. If it is believable then they need to control them. Therefore they have to be controlled, disciplined, and threatened with punishment. Men like security and they do not want more responsibilities.

THEORY-Y:

These types of men enjoy work. They do not need to control because they are capable to self-control. If the reward is offered for performance then they will like to get more responsibilities and authority. And also to get this they will work hard.

There is a trend in a direction those managers who follow function "X ". It may work but it does not bring any creativity. So sometimes need to follow "X" and sometimes need to follow "Y ". But it depends on the people you have in the organization (Blake and Mouton, 1964).

E. Mc Clellands “ Three needs ” Theory:

It specially needs for manager. The achievement needs are (i) To do better than last year (ii) To do better than others (iii) To do better than the world record. To be a good manager need to have high achievement. EX: Greek culture, Roman culture. Manager Job required feedback. The people with high achievement:

- ❖ See feedback.
- ❖ Industrial responsibilities.
- ❖ Want to make self-decision.
- ❖ Organizational ability like planning ability.
- ❖ Self-moderate goals and they take risk. But minimum risk.

The people with high achievement need should be in the manager position.

2.4 Job Performance:

The approaches of motivation of leaders affect the performance of employees in a multiple of directions, and the comprehensive, written imagery direct from both supervisor and their personnel in their regular tasks. If the motivations currently is not given for the assigned task for each personnel, then need to talk about with management how job performance can be improved through two manner of communications and motivation.

Employees exactly motivated by superiors must practice well in their particular professional function, given the managers appreciated the function and offers clear instructions. The mission statement of one small business must focus on employees to an explanation of achievement. For instance, if someone motivates his employees by visibly stating that achievement in their position defines describing each level in the large regularly, and the reward is given when employee does it, employee realizes what is estimated.

Performance of the personnel is measured through what is done and what is not done by an employee. Performances of employees include quantity and quality of outcome, being mentally at job, cooperative and supportive character and appropriateness of outcome. On the basis of the outcomes of the research done by Yang (2008) on performance of individual explained that individual's performance must not be confirmed. Equally he emphasizes that institutes may use straight additional benefits and incentives according to performance of individual, if the performance of employee is visible (Yang, 2008).

Examined performance of employees and discovered that acceptance and appreciation and reward of employee performance drive the bigotry between employee outcomes (Smith, 1983). Ethical and outcomes of employees is vastly derived by the effectiveness of an organizational performance and its system of reward of management. Farms are willing to take many steps to satisfy the clients but there is no approach to satisfy their employees. But the truth is that without making satisfy the employees, the clients cannot be satisfied.

Because once the employees becomes satisfied by the organization they want to do more to make the clients satisfied. Performance of employee is in fact motivations sparks because once personnel are motivated then employees becomes willing to do more work with more exertion and for that ultimately the performance get progressed.

According to the analysis of these literatures we can summarize by below flow chart.

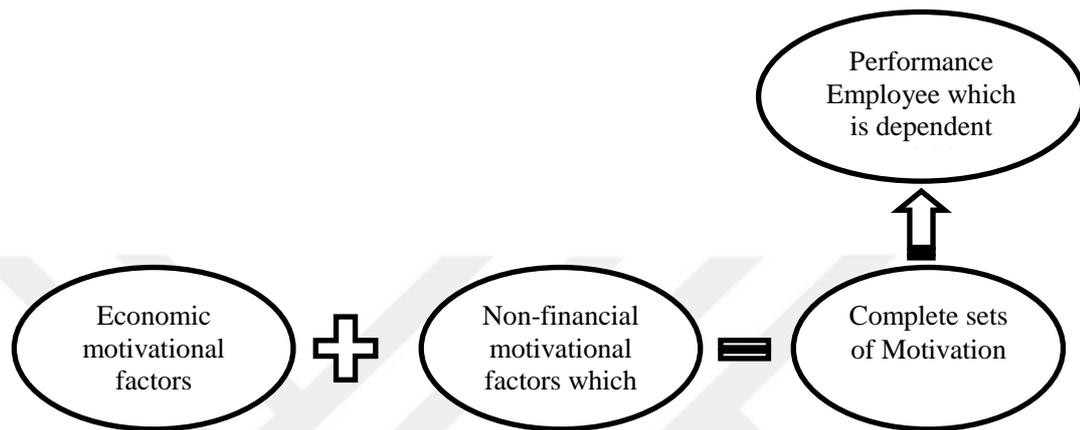


Figure 2.8.8: Performance Model

Yang, H. (2008), *Efficiency Wages and Subjective Performance Pay*, *Economic Inquiry*, 46(2), pp. 179–196

2.5 Job Satisfaction

Job satisfaction of employees has become the more interested study area for the psychologists of organization and institutes. Lots of reasons can be shown for what the organizations are giving more importance on job satisfaction of employees, which can be identified in accordance with point on employees or the institutions. Number one, human point of view that people should be evaluated moderately and with their values. Job satisfaction is the indication of well evaluation. This is an indicator of mental health or emotional well-being. Number two, the effective viewpoint is that job satisfaction may direct to actions of employees so that the functions of organization can be affected. And more over the functions of organization can be indicated by the job performance. The main point of problem can be found out by making dissimilarity among the units of institution in job satisfactions. Every reason is enough and logical to clarify the relation with job satisfaction.

Many managers of different institution share their apprehension of study to find out the level of employees' job satisfaction. The evaluation of job satisfaction is a general action in many institutes where feelings of management where important are employee well-being issue (Spector, 1997).

Many people prefer to work and those people believe that the important fraction of the lives is work. But some other people get the job as disagreeable and they perform the tasks as their necessity of live hood. How much the employee is enjoying and internalizing the job defines the level of job satisfaction. The most studied topic is job satisfaction in the field of organizational behavior. The necessity to understand for both of employees and the organization that what are causes and outcomes how affect the stage of job satisfaction.

From the employee viewpoint it must be clear that people wants to be evaluated fairly. For treating well at job the employees starts feeling satisfied and respected. On the other hand the viewpoint of organization a good level of job satisfaction can drive employees to perform better which reflects the outcomes of organization. Job satisfaction of employees is normally measured as the leader of retention of employees and performances of employees. Satisfied personnel are a requirement to increase the performance, quality, receptivity and service for customer (Kaplan 1996, 130).

The factors of internal and external motivation affect the stage of job satisfaction, excellence of control, social interactions with the employee task group and the level of success of persons or being unsuccessful in the their tasks. It is assumed that when the employees become motivated perfectly and be loyal to the institution that leads the organization to achieve the goal or most liable to occur if a good level of job satisfactions is offered by the jobs. The study found that the main determinants to affect the job satisfactions are opportunities of career, job impacts group work and challenges of job (Armstrong, 2006).

By doing a yearly survey usually organizations evaluate the job satisfaction of employees or organization does a monthly study by choosing employee arbitrarily.

The factors in job satisfaction of employees' assessment might include attachment with taking decision, performing the assigned task perfectly, having right to get enough information to perform the tasks in a good manner, positive support to be innovative and use inspiration, encourage level from the employee rolls and on the whole satisfaction with organization (Kaplan, 1996).

2.6 Over View

Reviewing of the literature of research on this topic is a critical issue. Below are some resources that are done in the same area as important.

Leaders contribute to a company or organization through their skills, knowledge and expertise with the means to act. Managing people at work planning and the way in which people achieve their goals in order to enable the company to perform is not concerned with deciding on the method to be used. The effective leadership is the intelligence of the people and their knowledge based the economy the most important thing is knowing which key aspects of the motivation spark the performance and satisfaction of the employees.

Motivation is important because people tend to change their work place often. To gain more respect for people and their work more valuable to be able to change their place of work. The management team also needs to much better understanding of motivation policies and practices. Typically, leading and motivating is implementation of HR policies. Leading and motivating ensure the fair treatment of employees and contract employees through the understanding environment. This mainly includes assessing the performance of the employees and workers to ensure equal opportunities by having work satisfaction according to leaders' motivation approaches.

No matter what is essentially a challenge to adopt a multi-disciplinary investigation into the literature of the same or very similar variation in terminology used to the idea. Therefore, my review of the literature across disciplines, as I acknowledge the difference between representatives and then throughout the rest of the term of my thesis, I will proceed to use the mark.

Employee relations, rules, regulations and contracts which employees both as individuals and as a collective group conducted a study, as priority is given to the joint relationship from the company as opposed to varying values depending on the company's management(Robins,2003). That's how a number of different scenarios, such as an organization's business goals and objectives in order to achieve the commitment of the people are not concerned with profits.

The idea of a psychological contract, and his advice was largely responsible for the underlying contractual relationship between employer and employee about the nature of their relationship from the employer and the employee is derived from a series of assumptions was there (Schein, 1988). The hypothesis to be legally enforceable, but they have a set of measures for mutual development and ethical basis for a series of expectations may have a considerable degree of force may constitute.

The prime principles are as below:

- ❖ Employees will be treated adequately and authentically.
- ❖ The relationship is characterized by a concern for parity and justice, and about to changes and the development will be required enough information to communicate.
- ❖ The contributions of employees need to be given recognition and valued by leaders

To calculate the extent to which their employees work in the UK was satisfied with the work as part of an effort to address this issue(Schein, 1988)The prize package their overall job satisfaction, which combine elements of both the intrinsic and extrinsic elements of four different accounts with the employees' satisfaction is a measure of the compiled.

- ❖ The impact on the work (sovereignty and control levels)
- ❖ An intention of gaining goal that spark to facing threats formed by work.
- ❖ Appreciation in the team of management drives to complete the task well.

Where the payment was number fourth element for measurement. The researchers concluded that:

- ❖ Employees influenced to be first satisfied with pay.
- ❖ Managers influenced to be more satisfied than other professional factions.
- ❖ Senior and experienced workers influenced to be more satisfied than junior workers.
- ❖ Full-time workers were less satisfied than the short-time workers.

2.6.1 Three Roles of Language in Motivation Theory(Sullivan, 1988)

Performance, job satisfaction and innovation are outcomes of significantly enhance such critical employee attitudes predicted by intentionally uses of leader speech through motivating language theory (Mayfield& Kopf, 1998). Actually the idea of this theory developed by Sullivan through three main language act, to inspire the employee motivation, behaviors that promote organizational goals, which the workers will be motivated.

Those three types of oratory action are the following:

1. Direction-giving (Perlocutionary): When subordinates in the process of language to clarify organizational goals to alleviate uncertainty by leaders. Such as; when a subordinate is sat up importance of every project within various assignments by the language of giving direction of leader.
2. Empathetic (Illocutionary): A language is meant to understand the emotion of subordinates when leaders speak. When he or she shows perseverance or enthusiasm to repot directly.
3. Meaning-making (Locutionary):It occurs when a leader of a particular institute imbeds culture, rules, to subordinate. As an example; when subordinate is given diplomatic advises to gain a project buying corporately through using meaning-making speech by a manager. Indirectly in the form of stories structural folklore and metaphors (Cooke & Rousseau, 1988), it was established that meaning-making language regularly is offered.

Number 3rd structure of the motivating language (ML) model, meaning-making language is prospective to give as a main outline in the exploration of cultural orientation and organizational change. The difference of this discussion of ML is very well known paradigms of communication of leaders which influence to highlight the two aspects of job learning and compassion. The theory of transformational leadership is different here from transmission of cultural the one essential hallmarks (Avolio et al, 2003).

However, there are many different approaches; the current theory of motivation language is flourishing of leadership approaches. More recent research, teaching and organizational commitment and confidence in the stream maintenance have been focused on the relevance of the communication (Conger et al, 1999). As same important issue, these models target the leadership and managerial communication channels influence the behavior of others to incorporate their requirements. Such as; core components of the main approach of leadership is to make understand the relation between performance and rewards of employees (Robins et al, 2003).

2.6.2 The Outcomes of Part-Time Workers How Benefited by the Leaders communication: Using Language of Motivating a Comparison Was Done between Full-Time Employees and Part-Time (Mayfield, 2006).

Language of motivating is also soundly rooted in three basic hypothesizes. First, ML related to only one sender from leader-to- subordinate for sending direction. Secondly, ML demonstrates the three primary speech acts of the science of linguistics (Searle et al, 1969). Consequently, the approach is appropriate use in the forms of speech subordinate by the leaders. Thirdly, the conclusive behaviors and attitudes of employee that are related with applying of motivational language will be much more probably to happen when all three structures of ML are mobilized strategically into communication of leader. This impersonation has been also replaced by earlier research that found meaningful and definitive relationships between different kinds of managerial messages and employee outcomes (Pettit et al, 1997).

Motivating language is a valuable strategy to improve employee attitudes and behaviors as well as support for research has been promised. Using the scale of reliabilities and validity has been adopted of ML three components that were energetically authenticating (Mayfield& Kopf,1998). Related study has classified Positive influence of ML on performance of employee, and job satisfaction. These results can be prospected to enhancement by 7%, 2%, and 2%, separately when a leader applies an extra 10% of ML in her/his report directly contact practices (Mayfield& Kopf,1998).

These previous findings inspire next study about the performance of part-time workers can be affected by language of motivation. Another great insight to examine the influence about the job satisfaction levels of part-time workers consequence of ML. A positive and significant relation has found between critical behaviors as absenteeism of employees and job satisfaction by the literature of the management (Scott et al, 1985). and revenue, both of which have significant cost implications for bottom-line of an organization (Robins, 2003).

2.6.3 The Role of Leader Motivating Language in Employee Absenteeism (Mayfield, 2006).

Another one research inquires the link between employee absenteeism and language of strategic of leader (as exemplified at Theory of Motivational Language). With a framed equation model, the impact of spoken language of leader was measured by two perspectives: employee behaviors towards absenteeism and authentic appearance. Findings recommend that in a positive, important relationship with work attendance do have effects of language of leader. However, attitudes towards absenteeism of employee were not reported that similarly affected. Because of being avoidable of employee absenteeism (discretionary leave) and unavoidable (for example: the demands of family member care or bed rest for the serious personal illness), the two perspectives will evaluate the effects of strategy of communication language of leader, employee behaviors towards absenteeism authentic absenteeism.

The model the research examination drives to some calculated and unpredicted outcomes. Accordingly to theory, the absenteeism of employee significantly reduced by the language of motivation. Due to for some undetermined causes, the absenteeism were not affected by attitudes of employee. There was no meaningful relationship with using of motivational language of leader for implying the data for employee emotion, the theoretical expectations are not conformed the outcome.

A sound contribution to study and practice was made by these heterogeneous results in two main ways. First, motivating language has been facilitated in this study as a possible intervention for diminishing of discretionary absenteeism. Secondly, progress to build theory and improved level of learning how motivation takes place, although according to the forecast of model was not unfolded through attitudinal channels by the effect of MLT (Mayfield, 2006).

2.6.4 The Effects of Leader Motivating Language Use on Worker Decision Making (Mayfield, 2006).

Another research analyzes the relation between communication of leader and worker for making decision. Findings relay that communication of leader (as standardized by the language scale of motivation) is positively and significantly linked to worker decision making. Framed equation modeling outcomes show an expected 2.5% development in decision making of worker for every 10% growth in using of leader language. These outcomes can be effective to managers because theory of motivational language is easily understood and implementation framework of communication for developing decision making of employee.

Research results include to assessment making literature due to its emphasis on the communication role of leader. Earlier decision making process has tendency to focus on person characteristics, ecological factors, or technical support systems. Smaller number researches have examined a role of a leader in the process of decision making of worker.

This omission is adverse as developing a leader's communication capability is repeatedly a desirable substitute to the demoralizing task of changing factors of environment. As well, employee training can be expensive because of involvement of time, decreasing productivity, and instruction everyday expenditure.

These research results specify a strong and momentous relation between communication of leader and decision making of worker. The framed equation model present a good fit between the assumed model and the definite data. Arithmetical outcome explain an expected 2.5% raise in decision making of worker for each 10% increase in using of motivation language of leader. Also, explanation of language of motivation for more than 90% of the abnormality in decision making of worker.

These outcomes hold assure for increasing development of leader communication performs that encourage better employee decision making. Similarly vital, these outcomes give an optimistic structure of communication to study stream of the leadership-decision making (Mayfield, 2006).

The framework of leader communication for motivation language is versatile and reciprocal. ML concomitantly offers a foundation for analysis and evaluation to direct leaders in increasing employee decision making. These interferences can be a price effective method to develop employee decision making.

As leader has many subordinates, a development to use of motivation language of leaser can create incredible growth in optimizing performance of organization. Though, more study is required to determine the best execution technique for any related training programs of leader. Moreover, further researches are required on restraining and moderating aspects in the Motivation Language-decision making relationship.

2.6.5 The Effects of Leader Communication on a Worker's Intent to Stay: An Investigation Using Structural Equation Modeling (Mayfield, 2006).

Workers intent to stay in an organization is also a part of job satisfaction. Satisfied workers always tend to stay long time and unsatisfied workers. Another study shows outcomes on the connection between use of motivating language (ML) of leader and employee intention to stay. Framework equation modeling specified that use of motivation language considerably progresses employee intention to stay—with a 10% increase in ML leading to an estimated 5% raise intention to stay of worker (Mayfield, 2006).

Also, study showed that the complete model of motivation describes better the data than every fragmentary model founded on a subset of the motivation language components, and this findings facilitates to understand better theory of motivation language of researchers. Outcomes show that right leader language applies can largely progress the significant organizational results of employee retention. As such, these researches identify prospective new ways for essential leader communication study, training, and improvement (Mayfield, 2006).

2.6.6 The Impacts of Motivating Language on Subordinates' Attitudes and Performance: The Moderating Effect of Leader-Member Exchange

In recent years , finally we can say that in current years, the number of scholars has increased those who focused on the research on the roles of language of leaders, specifically, As a means of b which leaders show behavior to minors (Cantrill et al, 2006).specially on the effects of language of motivation (Simmonset al, 2006). A substantial effect formed using language inspired by the leaders of their subordinates on a more comprehensive understanding of the model provided by Sullivan.

The theory of motivation language projected predicts that the strategic application of oral communication of leader has a positive measurable impact on performance and downcast job satisfaction (Mayfield & Kopf, 1998). According to the language of motivation theory, Sullivan proposed that important organizational outcomes will have effects of using each of the three types of motivational language in performing tasks of leader. The behavior of subordinate has got a great impact through that motivational language.

They said that persons rely on informational signs from their community perspectives when making studies about working atmospheres. For instance a leader becomes focus characteristic of their working circumstance to provide related information when employee evaluate their jobs. Griffin recommended that from five fundamental sources information be received to take preparation for job personally: (1) Technology (2) Structure of organization (3) Coworkers (4) Characteristics of a job incumbent and (5) One's reporting supervisor. Employees can perceive their tasks in different way when supervisor shares information clues.

The way of communication changed by the supervisor in the institute possibly will to a positive level reflect the styles of leader and explain the work of personnel and create “actual condition of work”.

Therefore, this means in turn influenced the work environment, work to explain the meaning of staff morale, and led efforts that are carried.

Based on motivational language theory, language of meaning-making is related with deliberation but communication of uncertainty-reducing or directing-giving is related with the structure of democratic from the style of leadership theories. Therefore, the way and level of language used by the superior can have effect on the job satisfaction of subordinate (Sharbroug et al, 2006).

Language of motivation and commitment of organization is also vastly related. According to Buchanan, commitment is someone emotional desire to a certain object; the facets of such desire include: (1) identification: make proud being of organization and internalize the goal of organization. (2) Involvement: be involved actively in events of organization. (3) Loyalty: trust for organization and personal affection and completing assigned responsibilities and obligations (Bauchanan, 1974).

In addition, commitment of the organization is the identification of employees to the institute and goals of organization and their purpose of long-standing employment in the institute. It had been suggested that commitment of organization is the length to which a person engages with and classifies with the institute (Mowday & Boulian, 1978).

Commitment of employee to a institute was defined in many kinds of approaches including a behavior or an orientation which connects the identity of the an individual to the institute, a procedure through which the organizational goals and those persons become correlative, an attachment with a particular institute, the rewards of perseveration related with continuously involvement in a institute, the expenses related with leaving, and archetype stresses to perform in a approach which obtain goals of organization.

2.6.7 The Quality Level of Relationship between Superior-Subordinate and Commitment of Group: The Mediating Component of Communication between Superior and Subordinate.

Before time leader and member exchange (LMX) model is described with the categorized relationship between a manager and his/her employees. It considers that as a result of time stresses, the leader are able to develop high quality or close relationships with only a few key employee(s) (the in-team), at the same time as sustaining a low quality or formal relationship with the others (the out-team). This defines that, as the leader is finally responsible for the performance of whole team and productivity, he/she conveys on official authority, rules, guidelines and measures to achieve sufficient performance from the out-team (Liden & Dienesch, 1986). This approach of leadership is regularly crate in command and control institutes. Because of its early inauguration, it was become one of the most accepted hypothesis and effectiveness of binary exchange between manager and his/her employees. LMX was settled itself as a logical model and effectiveness for behavior research of organization (Smircich et al, 1982).

In suggesting this model, Graen and his peers (Danserau et al, 1975). competed the traditional leadership methods which presumed an Average Leadership Style (ALS) in behavior of leader across followers. They suggested that analysts always focus on the leaders and subordinates' behaviors between a manager-employee dyad. Their work recommended that leader does not have similar relationships transversely their employees in the task group, but create inimitable binary relationships with each follower as an outcome of task making behavior. Best quality LMX dyads show a high level of interchange in relationships of superior and subordinate and are defined by reciprocated relation, respect, trust and mutual influence (Liden et al, 1986).

In these dyads Subordinates are regularly relayed more information by the managers and report better job length. Relationships of lower quality LMX are defined by a more conventional "supervisor" relationships formed on different of hierarchical and the official regulations of the employment agreement (Danserau et al, 1975).

On the basis of superior approaches, the variance between higher and lower quality interchange relationships is alike to between “leadership” and “supervisor” correspondingly. Leaders practice influence not by sorting to official power, but on the other hand supervisors depend on the official employment regulations for their command.

The main important communication relations inside any institute take place between superior and subordinate binary. As the fundamental based of communication, a breakdown has basic suggestion for in general performance during the whole institute (Downs et al, 1995). The communication of superior and subordinate has been largely defined as an interchange of information and influence along with members of organization, the person who has a formal authority to give and evaluate the subordinates’ behaviors of the institute (Jablin, 1979). The degree of relationship between the superior and subordinate is not only key importance for the employees but also for the organization as subordinates recognize their reporting superior like the best favored source of information as regards events in an institute (Lee, 1995). As well, subordinates recognize their reporting superior as the prime source for getting information from the high level management (Lee, 1995).

Overall communication is used like a method to attain highest resources from both leader and followers. The communication program is influenced by the interaction of both work and social support. Communication between the superior and subordinate links has importance for the relationships within the administrator and their colleague working mutually as a team. As peers are the most obtainable and most regular contacts sources in institute (Kramer, 2004). Peers are conscious of the contrastive behavior and, in truth, speak about it. Moreover, persons in low against high quality LMX relationships with their persons have more dialogues about contrastive behavior with their co-workers.

According to communication effect on the team, it has been disagreed that if the personal group members consider the preferential behavior to positive inferior by superior is merited, the whole group can advantage since they employ that particular peers to achieve better contact and information from their persons (Kramer, 2004).

Alternatively, if person inside a working group does not like the differential treatment gotten by a few of their peers from their person appears underserved, the working group can endure together as the gap themselves from the high LMX peers and their persons.

Finally, the summary of three logical analysis specified that transformational leadership approaches have demonstrated strong and correlations of consistence with performance of task across institute. The processes of communication relayed by the managers in the organization can to a positive level of reflect the proportions of transformational leadership. As an outcome, the level of language of motivation used by the manager possibly will influence the job performance of subordinate.

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According to communication effect on the team, it has been disagreed that if the personal group members consider the preferential behavior to positive inferior by superior is merited, the whole group can advantage since they employ that particular peers to achieve better contact and information from their persons (Kramer, 2004).

Alternatively, if person inside a working group does not like the differential treatment gotten by a few of their peers from their person appears underserved, the working group can endure together as the gap themselves from the high LMX peers and their persons.

2.7 Comments on the Previous Studies

The research on the impact of leader's language of motivation on subordinate performance and job satisfaction in Bangladesh has been multidimensional having all areas from personalization, to education, to family relations, to psychology, to organization, business etc.

Extensive analysis tackled the motivation from a perspective of management and in its relationship with leadership in particular. Not all researchers have been in aimed on their outcomes or on which of the motivation effect constructs or models best explains the relationship between job performance and best satisfaction level.

There was also dissimilarity on which of the measurement factors are best valid to explore in convinced terms for that relationship. The main distinction of this research from other researches is that it is conducted in a middle-eastern culture. The Bangladeshi people are known to be more influenced by motivation and their management style is characterized of being dependent on the relationships.

This research will try to figure out if there are certain differences that might characterize the leaders of the region from those on which previous studies have taken place.

This research will offer conclusions and recommendations based on the findings and results of those targeted organizations for the conceivable practice and improvement programs which may contribute to the development of the employment effectively.



3 RESEARCH METHODOLOGY

3.1 Introduction

This section relates to methodology that was used in the research, it's explains the strategy followed in the analysis of the effects caused by leadership behavior on subordinates' performance and job satisfaction of Bangladeshi organization. This section explains the nature of the research community and the response rate. This includes the following:

- a. Research Question.
- b. Research Methodology.
- c. Interview Technique.
- d. The Population and Sampling of Research.
- e. Interview Method.
- f. Semi-structured In-depth Interview.
- g. Why These Three Different Organization.
- h. Tools Development and Design.
- i. Data Management.
- j. Limitation of Semi-structured In-depth Interview.
- k. Ethical Procedures
- l. Report Preview

3.2 Research Question

This research is a trial to exploring motivational language and job performance with level of satisfaction in Bangladesh. Therefore, this research attempts to answer the following main question:

“Exploring the characteristics of leadership behavior (approach of motivational language) influence performance and satisfaction of subordinates of Bangladeshi organizations?”

3.3 Research Methodology

This is a qualitative study in addition to an exploratory analysis. The data was collected from both primary and secondary sources. The secondary resources include the books, journals, statistics and web pages. Primary data have been collected through semi structured in-depth interview by using questions that was developed specifically for this research. The principal of this study is adopting a quantitative and qualitative data as mixed methodology trough semi-structured interviews, which is based on Anderson who claims (2011).

‘Answers can be probed, enabling interviewees to explain or build on what they have said. In this way data of a ‘rich’ quality can be gathered, that allow for people to provide information about their experiences, feelings and motives (Anderson, 2011)’.

Bearing in mind the aim and objectives of the explorative study, the research has been adopted a flexible and adaptable data collection approach in order to give the opportunities to the sample to express their views, concerns and feelings about leadership styles that drives their performance and job satisfaction. That is why this study has been conducted among 30 employees of three different kinds of institutions of different levels of hierarchy of Bangladesh.

3.4 Interview Technique

The interview technique involved the following:

- a. The organization need to be production or services type.
- b. Minimum 10 employees need to be involved in the operations.
- c. In its operation technology and equipment must be involved.
- d. All the organizations need to be situated in Bangladesh.
- e. The technique of interview was engaged the laminated method of randomly chosen employed to find respondents 30 every one was selected from three different organizations to understand. It has been done to make sure equal opportunity and adequate to answer.

3.5 Population and Sample Size

The population includes about 30 staff working in 3 different institutions in Dhaka city of Bangladesh. To collect the data of this study semi- structured in depth interview has been conducted.

Table 3.3.1: The Typical Result List of the Selected Organizations

	Name of the Organization	Nature of the Organization
A	NGO (BRAC), Building Resources Across Communities	Non-Government Organization
B	Bank (DBL) Dutch-Bangla Bank	Banking
C	RFL plastics.	Plastic Products

BRAC: BRAC (Bangladesh Rural Advancement Committee) based in Bangladesh, is currently (June 2009) the world's largest non-governmental development organization. Established by Fazle Hasan Abed in 1972 soon after the liberation of Bangladesh, BRAC is currently present in all 64 districts of Bangladesh, with over 7 million micro-finance group members, 37,500 non-formal primary schools and more than 70,000 health volunteers. BRAC is the largest NGO by number of staff employing over 120,000 people, the majority of whom are women.

Dutch Bangla Bank (DBL): Dutch-Bangla Bank started operation in Bangladesh's first joint venture bank. The bank was an effort by local shareholders spearheaded by M Sahabuddin Ahmed (founder chairman). The rationale being that the manufacturing sector exports Bangladeshi products worldwide. Thereby financing and concentrating on this sector allows Bangladesh to achieve the desired growth. The bank has won numerous international awards because of its unique approach as a socially conscious bank.

RFL: RFL Plastics is a sister concern of PRAN-RFL group. Primarily Rangpur Foundry Ltd (RFL) was founded by Maj. Gen. Amjad Khan Chowdhury(Retd) in 1981. RFL group is a largest food processing & Plastics product manufacturing company in Bangladesh. It started their journey in 1981, Current Group Turn over USD \$1.6 Billion with an average growth of 40%. RFL plastic Ltd is a sister concern of this group, produce plastic household and furniture products.

3.6 Interview Method

For conducting this examine, it was followed the procedure of semi-structured interview. The interview has been self-developed based on questionnaires regarding particular topic, which has been defined on three variables as leader behavior, performance and job satisfaction of subordinates. First the most significant and vital questions were designated about the language of leader. Then questions were prepared to open ended questions for the semi-structured in-depth interview. This semi-structured interview has been an addition on the quantitative data with the similar importance, as the quantitative data would have. The method used for coding in this study is inductive in nature; this means that answers to the interview questions are coded by analyst's interactions with the data (Carsten, 2010).

3.7 Semi-structured In-depth Interview

The semi-structured in-depth interview is the type of qualitative study that is utilized in this research and the main aim of usage of this type is to identify some issues more detailed. It is determined as a conversation with an aim (Cooper & Schindler, 2003).

As this study is following, the semi structured in-depth interview where set of question were pre-determine but additional questions have demonstrated to understand the participants deeply. The structures of questions for the participants were open and flexible. It has been tried to gather opinions from different kinds of organization in terms of type of service and organization level of hierarchy level of organization structured to achieve a complete assessment on influence of leadership language.

3.8 Why These Three Different Organizations?

Those three different organizations were selected for the following reasons:

1. Different organization has different style of management system and style.
2. Based on the organization type motivation and leading style is different.
3. According to organization job performance measurement system and satisfaction is differing.
4. The level of knowledge, skill, thinking, expectation and behavior is different, so the data came aureate not as same the earlier data gotten by researchers.
5. Had a big opportunity different culture and this supports realistic of the study.

3.9 Tool Development and Design

The interview questions were designed to understand the motivation effectiveness and performance of the faculties' managers as reported by the subjects itself and as perceived by their subordinates. The questionnaire was composed of three parts:

Personal and Professional Traits: This part was designed to collect personal and professional information including, gender, age, academic qualifications, years of experience, years of work under the supervision of the current faculty manager, professional category, grade, and supervisory capacity.

Motivation Effectiveness Traits: To explore motivation effectiveness the researcher has adapted a measurement tool that was specifically developed for this purpose. The part of motivation of the interview forms of the reasons which makes the people motivated.

Appellants needed to find out that how can be made better outcomes of daily responsibilities, how they are optimistic about the company's future, in performing the task how well do their basic needs are fulfilled, and are they known goals and direction of the organization. About the appreciation, there are few questions and do they get or do not get the feeling of self-satisfaction from their task.

Sub questions were designed to identify much kind of motivators that is used to motivate employees by employers under the main. Those sub-questions based on benefits, money, goals of the company, compensation, job security, common communication, appreciation from co-workers, recognition, appreciation from manager, responsibility/initiative, administrative practices, training and development work itself, interesting task and also promotion.

Performance Traits: At the time of study, employers have evaluated the employees' job performance. Correspondingly, answers about the satisfaction of job were given by employees and also the managers used different kinds of language of motivation. The performance rating by the managers of subordinates based on the particular ways of subordinates for example planning, dependability, knows how, alertness, on the whole performance in present and estimated performance in future.

Job Satisfaction: According to three research question of motivational language of leader, there are few steps to evaluate satisfaction level by subordinate. The subordinate will response about satisfaction inters of salary, working environment, benefits or any other term. By replying questions, they respond of their satisfaction as well as their reaction about motivating language of leader.

3.10 Data Measurement

The level of measurement has to be comprehended, for the sake of being able to choose the suitable method of analysis. There is/are a proper method/s that can be used and not others for every type of measurement. As this is a qualitative study, so exploratory method has been used to analysis the data.

3.11 Limitations of Semi Structured In-depth Interview

Difficulties of utilizing semi structured in-depth interview are mentioned below:

- According to time frame and source, Semi structure in-depth interviews are very difficult.
- The interview cab engaged effectively if the respondent has good knowledge and practice.
- It was challenging to illuminate information and compare data.
- Explanation and exploration of information can be interrelated to private issues.

3.12 Ethical Procedures

The most of the part of ethical thoughts connected to having human contributors were marked by attaining authorization from the Walden University Institutional Review Board (IRB). Below ethical procedures have been flowed while data were being collected.

- Participants were early informed to get permission.
- Participants were free and fraud at time of participating.
- All personal information were reserved to not to be published for confidentiality.
- The raw data of interview are stored and preserved to be confidential as sensitive matters.
- All illegal matters have avoided to make the participants to answer in relaxed

3.13 Report Preview

The origin, problem statement, the basement of research question and goals, variables and importance are explained in the 1st chapter of the report. In the second chapter, the theatrically analyzed terms as leadership approaches, motivation, performance and last one satisfaction. Also same chapter has covered the literatures analyzed done by different researchers.

Chapter three describes the data sources and the research design. Methodology section mentions about sampling technique, data collection procedures, sampling method and measurement techniques. Also chapter four covers the data analysis, discussions of the respondents and the questioners and findings.

And in the last chapter six, conclusions and recommendations described. Finally some suggestions and a proposal for future studies are offered in order to identify the right motivational approach and measure the impact of motivation.

4 DATA ANALYSIS AND FINDINGS

4.1 Introduction

In this chapter an extreme focused was paid on analyzing this data of research and determining the appropriate answers to the study questions, and also clarifies the utilized techniques in examining answer of semi structured in-depth question of the research.

4.2 Analysis of Data from Respondents

This chapter will emphasis on collecting of data, analyzing of the data, presenting and. The data collected by setting out the demographic profile of the interviewees with the 30 participants from three different organizations, such as NGO (BRAC), Bank (DBL) and RFL plastics.

4.2.1 Demographic Profile of Interviewees

If we see the table 4.1, we can understand the demographic profile of interviewees who participated in this study.

Table 4.1: Demographic Profile of Interviewees

Organization	Participants	Gender	Age in Group	Education	Experience
BRAC	10	5 M 5 F	6(18-29) 4(30=40)	4 Masters 5 Bachelor 1 Diploma	7(1-3y) 3(3-5y)
DBL	10	2 F 8 M	9(18-29) 1(30-40)	4 Masters 6 Bachelor	6(1-3y) 4(3-5y)
RFL	10	2 F 8 M	8(18-29) 2(30-40)	5 Masters 5 Bachelor	4(1-3y) 5(3-5y) 1(5-10y)

4.2.2 Question 1: Is the Explain me what kind of leadership behavior your superior is practicing to lead you as subordinate? (examples of leadership styles: autocratic, participative and laissez-faire)

According to type of organization, the type of behavior of leadership differs. Here within 30 participants, 17 participants said that their leaders are following autocratic leadership style. Out of 9 participants replied that leaders' behavior is participative. And very low number 4 participants said that they receive laissez faire behavior from their managers. If we check the below graph, it will give us more clear view that according to participates reply which leadership languages are most being practiced by the superiors of these three companies.

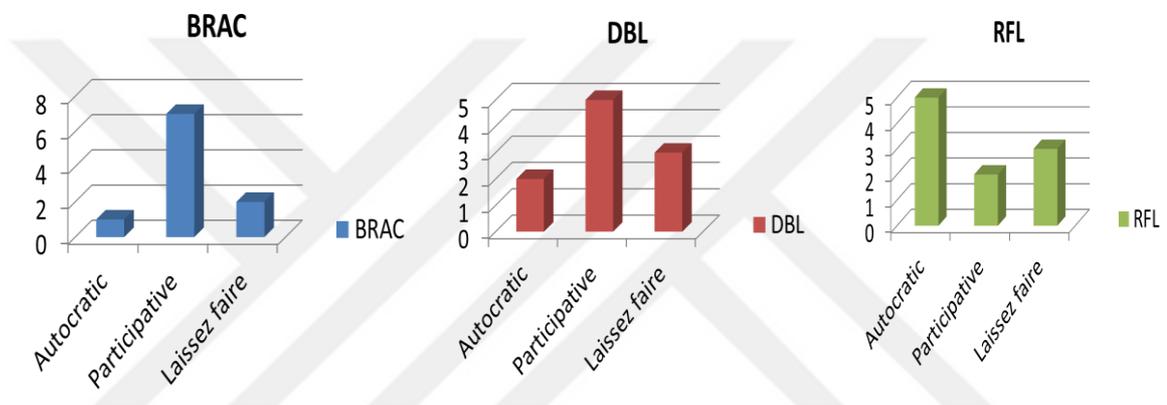


Figure 4.1: Language of Leadership

Therefore, after doing the analysis from the graph, it is clear that most practicing approach of leadership is autocratic. Where participants prefer to face participate approach form the superiors. According to type of company, the style of leadership is different. Where the company is more structured, there participative followed, at the same time the type of employee also defined the leadership style. The leaders of service related companies are more open and flexible than the production based. In addition, the number of employee is a mater to identify the leadership approach. In service type, organization's leader has less number of subordinates, so they can have much more option to advice, control and drive them as leader wants. However, in production-based organization leader has too many subordinates and they are having less educational qualification, so there the leader practices autocratic leadership style. In summary, we can the type of organization and number of subordinate defines the type of leadership approach.

Question 2: How can you define the relation status at scale 5 between you and your superior?

The status of relationship between employers and employees is highly important in any organization. By using the scale at 5, it has been tried to define current relationship status between participants and their superior of those organizations. Through this analysis it has been seen that 4 participants marked they have at 5 scale relationship with managers. And the number of participants having scale of 4 relationships with managers is 16.

Total 9 participants replied that they have at 3 scale relationship with their superiors. But within 30 participants only one participant said that the relation status between superior and subordinator is at scale 2. The figure 12 explains that having a status of relationship between superiors and subordinates influences the subordinates to be effective, responsible and focused to perform the particular tasks of the organization.

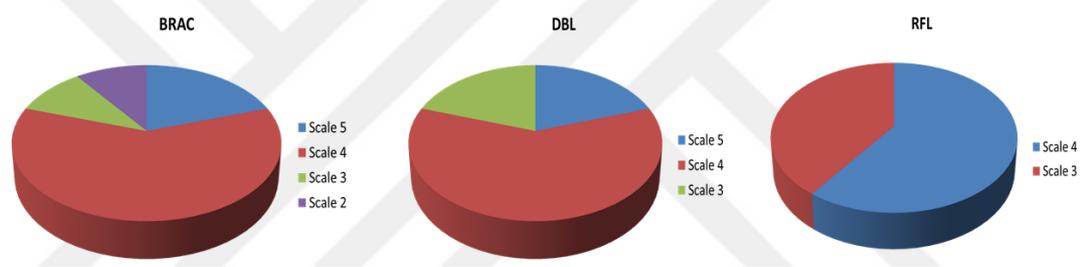


Figure 4.2: The Status of Relation between Subordinates and Superiors

From the figure of relationship status, it can be said that half of the participants maintaining 4 scale relationship with their superiors, after that 3 scale then at 5 scale and at the end scale at 2.

As it has been mention that, the type of organization and number of subordinate defines the type of leadership approach. Therefore, where the participative leadership is being practiced, there the relation is much better than other company . And at the same time where the a autocratic is being practiced. Production based company is not having good relation between the managers and subordinates.

4.2.3 Question 3: How Does your superior offer your responsibility? Can you practice daily responsibilities of department independently/ dependently without counter by your superior?

Within 30 participants, 25 persons replied that they receive responsibilities from their manager. But 5 persons did not agree about this issue. 17 persons of interviewees believed that they have freedom to perform responsibilities for managing department and sections. But 13 participants said that they face intervention to practice their daily departmental responsibility by the superiors of the department. If we see the Figure 10 we can get clear idea about level of freedom to practice departmental responsibilities by the participants.

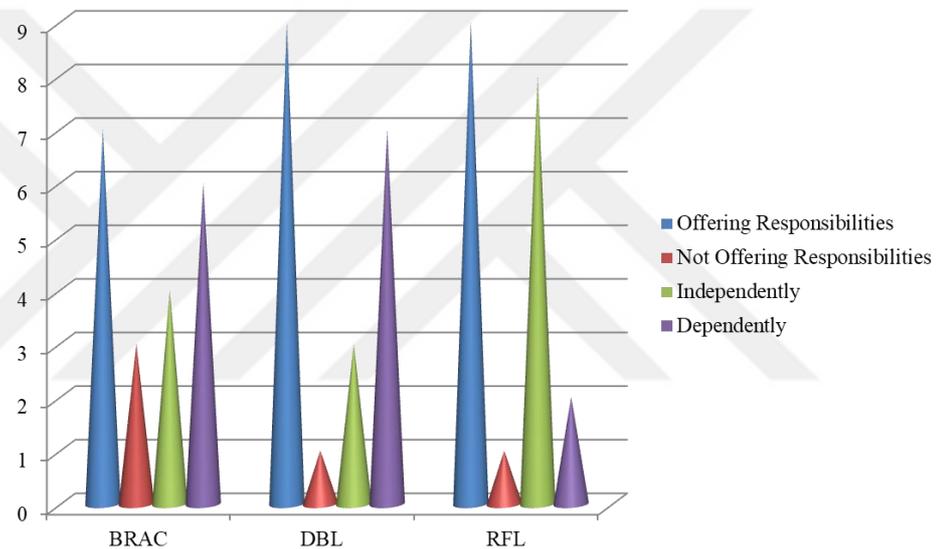


Figure 4.3: Freedom in Practicing Daily Responsibility

After analyzing the graph, it can be said that most of the participants are being offered responsibilities and at the same time they are able to practice their responsibility freely. But on the other hand almost the same level of participants are not having independence when performing responsibility.

Through the chart, we can see that all the leaders of all types of organizations are offering the responsibilities. But all leaders are not offering equal types of freedom to perform the responsibilities. Here we found that as more the companies are structured, the freedom of performing tasks is less. Because the structured organizations are more controlled by the managers and the responsibilities are listed.

4.2.4 Question 4: Define your experiences at scale of 5 about motivational tools practiced by your institute?

It has been found that within 30 person's participants 11 persons marked that they received motivation at the scale of 5 by their organization. While the motivation scale of 4 marked by 7 participants. But 10 participants replied that their organizations provide motivation at scale 3. And rest 2 persons gave the marking for the motivation to their organization at scale 2. According to the scale at 5 of the motivation of the participants received by the organizations has been analyzed in the figure 11.

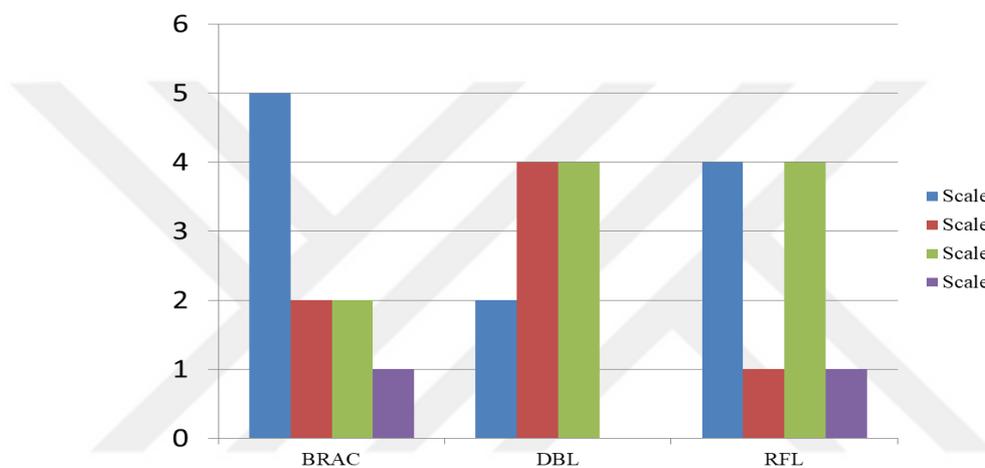


Figure 4.4: Scale Motivation Practiced

The chart shows that very low participants said that the motivation tools are being practiced at scale two and almost equal participants replied that their organizations practice five and three scale motivational tools. And rest of them said at four scales motivational tools are being applied to motivate the employees. Lack of motivation makes a large distance between performance and satisfaction of the employees, when organization forces workforce to bring expected outcome that influences the employees to seek another job in other organization. Also if the participation in organization achievement of the employees and qualification are not recognized that make a gape in the satisfaction which forces to be demotivated to the perform job. As a result, organizations lose experienced employees and also face obstacle to achieve targeted objective.

4.2.5 Question 5: How can you define comfortability at scale 5 of your working environment?

The participants defined the scale of comfortability of the working atmosphere at scale of 5. 9 participants marked scale 5 of comfortability for the place they perform their responsibility. 10 participants said that the environment of workplace is having at scale 4 comfortability. And also 10 participants said that the environment of workplace is having at scale 3 comfortability. One only one participant replied that the comfortability of the working environment is at scale 2. The figure 13 is showing us converse level of supportive nature of work place.

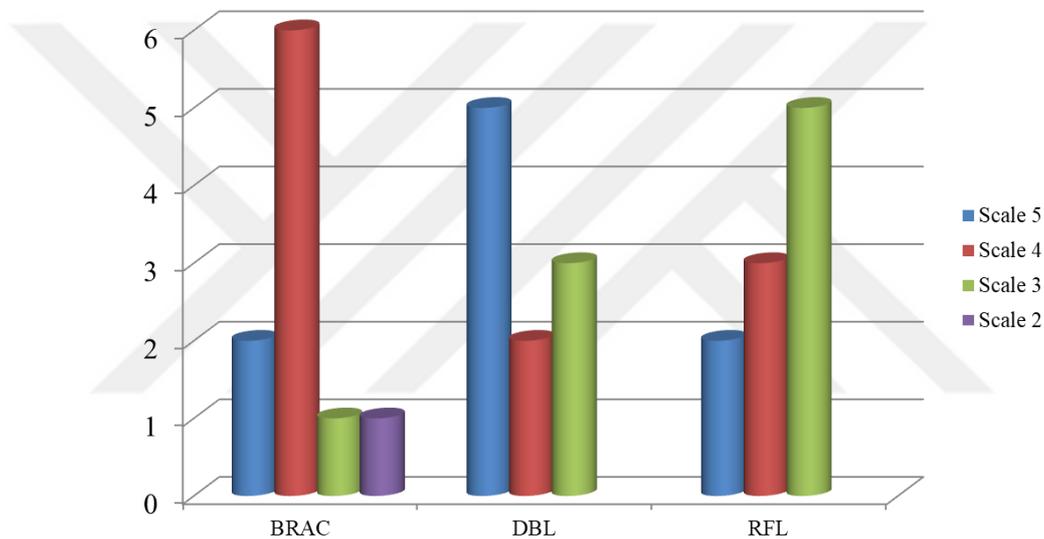


Figure 4.5: Scale of Comfortability

According to the chart, it can be finalized that almost all organizations maintain such comfortability for the working environment though the comfortability is being different at scale 5. Scale five, four and three is replied near same number of participants. Where only one participant said the comfortability is two at scale of five.

The service-oriented organization is offering more motivation than the production type company. Because at type of responsibilities are defining the scale of motivation

Question 6: Describe your job satisfaction in terms of current salary form organization?

The number of satisfaction by the salary is defined according to total 30 participants from the three organizations. 13 participants are satisfied with their payment level. But the percentage of unsatisfied with their wages is higher. Participants those are not satisfied with current wage that number are 17. Figure 14 shows that a number of employees are not being influenced by the level of salary that partially takes part to make them demotivated to perform the regular responsibilities, which may affect to the overall outcomes and also attain the goal of organization.

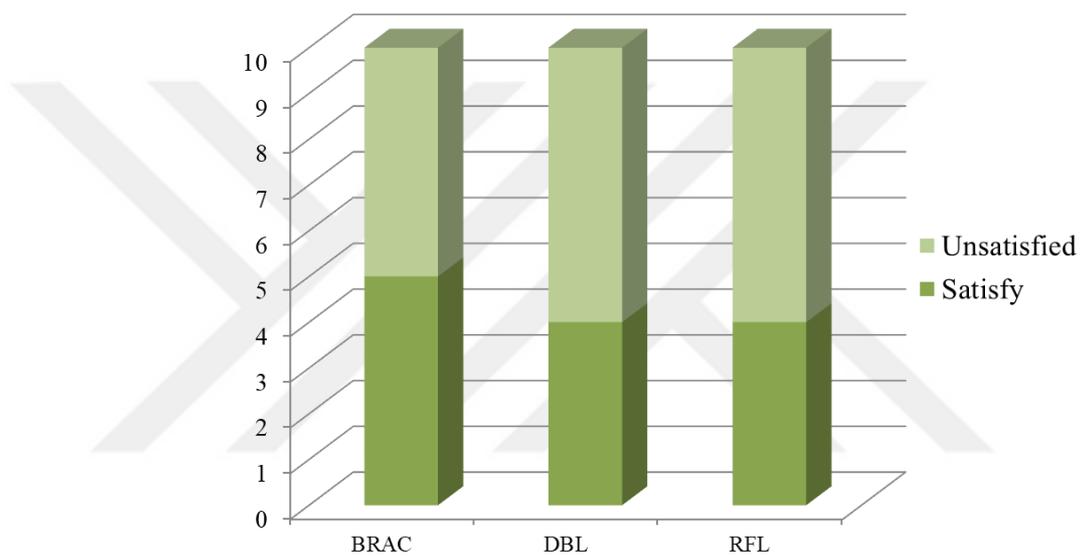


Figure 4.6: Satisfaction According to Salary

Therefore from the graph we can define, more than half of the participants are not satisfied by the current salary structure, which is a counter elements to be motivated to accomplish the goal of organization. DBL and RFL are having same level of satisfied and unsatisfied employees.

As the BRAC is a non-government and development organization and run by foreign rules and regulation, so they have a standard remuneration system. That's why employees are more satisfied than the other type organization. But the other organization focuses on low cost but with high performance, so that they can maximize their cost of production or services. As a result the employees of bank and the production based company are not satisfied as other organizations' employees.

4.2.6 Question 7: Describe what define who will be given promotion (examples of: experience, education, participation to the organization, nepotism and judgment of M.D with preference). Did you get promotion recently?

6 participants believed that promotions of personnel were based on the Judgment of M.D with Preference. 9 interviewees marked that participation to the organization is another criteria for choosing the personnel to give promotion. Also another 8 participants replied that year of service is a steps to consider the offer promotion. 6 participants believed that promotions of personnel were based on the nepotism. And one participant said that Education is an aspect which determines who will be given promotion. To understand the total view we can see the figure 15.

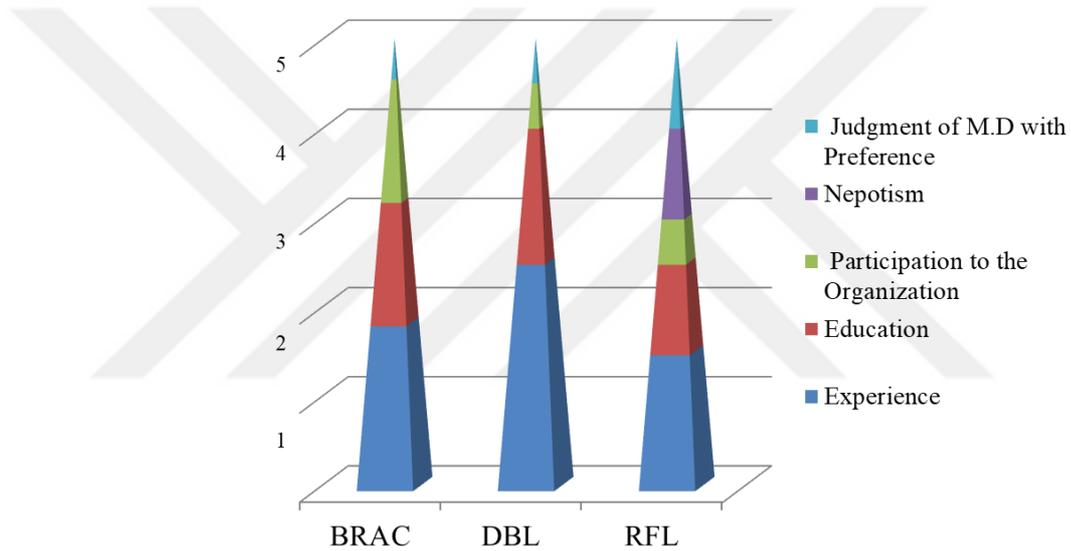


Figure 4.7: Steps Defines to Offer Promotion

According to reply of getting promotion for recent year, 20 participants said that they have not being promoted recently. And recently promoted number is 10 participants. Where most of the participants believed that participation to organization is the main aspects that defines to who will be promoted. But as the same time believing in nepotism also is not less that can be ignored.

If we look the graph, we can see that to get the promotion experience is one of the main key terms for the service-based organization. Because those organizations have structure or rules to offer promotion. But the production based company is run by one man rules where every things decide by the owner and the people near to owner. Where every decision has a possibility to be derived relation.

4.2.7 Question 8: Do you get training from your institute and what type of training? (examples of training type: orientation, job training, use of technology, remedial training and class room training)

Providing training to employees that clarified by the type of organization. There are some organizations must be required to arrange training program for their workforce regularly such as Bank, Educational Institution, Insurance company, high techno based production company, Stock Exchange Market and directly related with liquid money or same resource. The population was targeted for the sampling; a bank was included so we see that the percentage in total of giving training is more than near to half of the total respondents. According to type of organization among the 30 participants 18 participants said that they regularly receive training from the organization. 12 respondents of total 30 are not receiving training to performing their tasks perfectly. After doing the analysis it has been found that not all persons required having training because of the type of job their performing. Also it has been seen that some personnel required training based on the time. If the participation of employees in the training can be extended that may make them motivated to bring effective performance for accepting challenge of job. At the end the organizations drive to best outcomes from the employees.

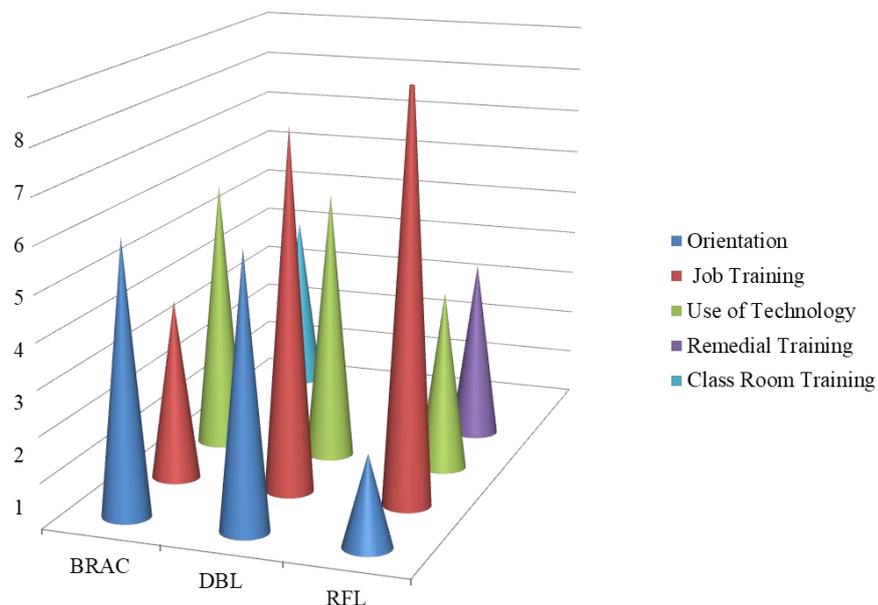


Figure 4.8: Type of Training Offered by Organization

The types of organization define the type of training on the basis of job responsibility of employees. Looking at figure 16, it can be inferred that 8 participants of the respondents have received orientation training from their current job. Where 9 participants of total 30 have been trained in the job training. To be promoted and having effective performance in outcomes class room training have been offered to 6 respondents by the organization. And on the basis of job and type of organization has arranged remedial training programs for 2 respondents. This result could be imputed to constancy administrative and academic staff in organizations, and this successively makes an appropriate ambience takes part in the efficiency and effectively of the production.

4.2.8 Question 9: Describe how your performance is evaluated by your superior?

The figure 17 defines that 21 participants believe that the workforce are influenced based on the acknowledgment of their efforts and participation in organization performance. Alternatively 9 respondents agreed that superiors are not offering motivation to employees based on response of their endeavor and contributions in the total outcomes of organization. It shows that there is a huge gap between the language of motivation and employees belief, which will affect the productivity and total outcomes of the organization.

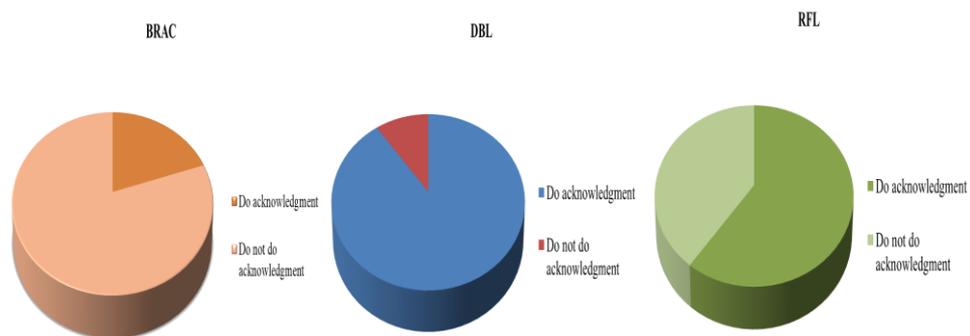


Figure 4.9: Acknowledgement Offered by Superior

The production-based organization does not have well educated employees, so there is a change to have unskilled leader who may be unable to offer acknowledgment. But the leader of other service based organizations are more educated and skilled to make acknowledgment to subordinates.

4.2.9 Question 10: Explain what are the elements of motivation can be applied to influence your performance. (examples of factors: employment of well-educated and experienced leaders or managers, enhancement of techniques of modern technology, implementing driving tools of motivation for employees and practicing conditional leadership language, research and development, assuring individual identification and unrestricted flow of data).

8 of the participants believe that enrolment of well-educated experienced superiors is the most right preference, 7 participants marked that enhancement of techniques of modern technology can be best option. 11 participants replied that implementing driving tools of motivation for employees and practicing conditional leadership language will be the best decision. 2 participants agreed that organization needs to give focus on research and development process. If we see the figure 18 where third lowest priority is, assuring individual identification and unrestricted flow of data marked by 1 participant.

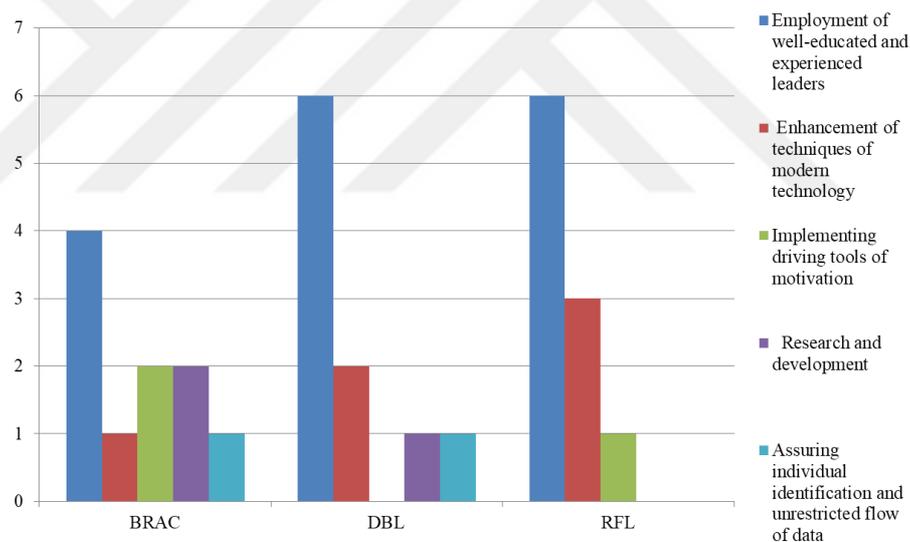


Figure 4.10: Elements of Motivation can be applied to Influence Performance

According to the research finding, employment of well-educated and experienced leaders or managers is the most marked point by the all three organizations' employees. Because the capability of leader, drives the motivation of subordinates towards performing the responsibilities as required. And enhancement of techniques of modern technology is a significant resources to make the subordinate motivated for all type of organization.

4.2.10 Question 11: Describe what are elements of the leadership style and motivation encounter in your job satisfaction and in what ways? (examples of factors: lack of effective equipment, deficient workforce and budget, autocracy and poor leadership, absence of responsiveness to employee’s assumption and benefit).

6 of the participants believe that lack of effective equipment is one of the reasons against to increase the job satisfaction, 8 participants marked that deficient workforce and budget can be fact for low satisfaction. 10 participants replied autocracy and poor leadership for employees will be right reason to decrease the satisfaction. 6 participants agreed that absence of responsiveness to employees’ assumption and benefit is the factor to low the job satisfaction of employees. Figure 19 where it’s give a full view that which elements can affect the employee’s high satisfaction.

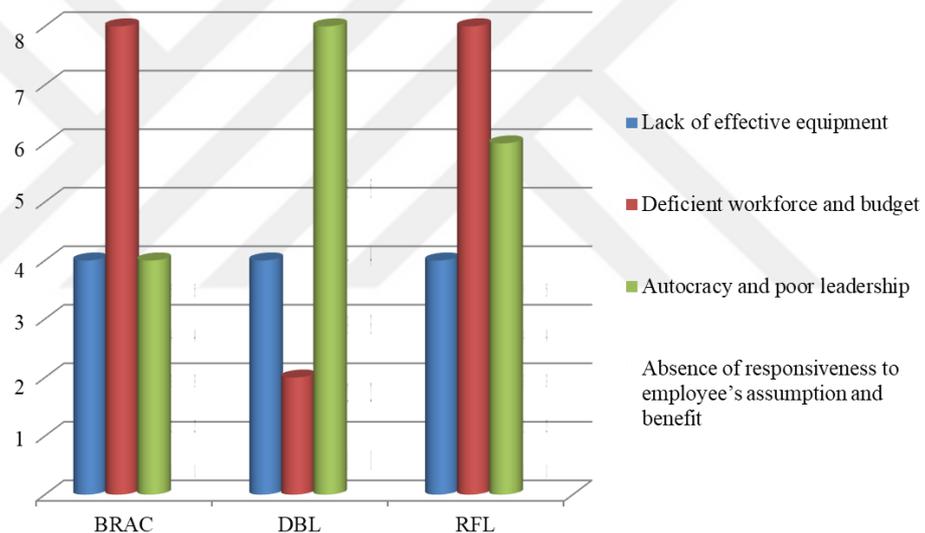


Figure 4.11: Elements of the Leadership Style and Motivation Counter in Job Satisfaction Here the deficient workforce and budget is marked by the BRAC and RFL as a counter term for motivation because they have limited work force budget to complete the task. But in financial organization as DBL, face the leadership style as a negative element to make the subordinate motivated. Again, it has got relation with the outcomes of question number one. That type of organization defines the type of leadership style.

4.3 Discussion

In this research the two types of data (Quantitative and Qualitative) has been used to make the reply of question easier and flexible to participants and at the same time the data becomes logical and enrich to analysis. By the evaluating of quantitative and qualitative data, it has been tried to find out that the most practicing leadership approach, the element that has impact the on performance and satisfaction of subordinates in Bangladesh.

The causes shown was that anatomical environment for performing responsibilities get improved, this drives the encouragement, wellbeing and moods of the personnel which get impacts ultimately on motivation. Based on hierarchy of need theory of Maslow if instructions can meet the self-actualization, self-esteem need, belonging need, safety need and basic need of their personnel then effortlessly raise the performance of employees.

It was not very easy that by using the motivator tools likes leadership language, enrichment of job, an acceptable payment and other supplementary advantages to attain the goal of the institution. But changes of time being the motivational language needs to get change. These outcomes show to increase the management important and adhesions of theory. This part will drive these implications and conclude by recommend for the next analysis on the Language of Motivation.

Firstly, language of motivation indicates prospective as analytical and remedial tools of training. In a sound lecture of management documents that necessity of leader training for communication. Graen and Scandura (1986; 1987) said that the level of productivity of subordinates get increased correspondingly followed by conversational involvement of training of leader, total satisfaction of job, being loyal to reporting manager or boss and decreasing level of stress. The study about communication of manager and employee also shows that different types of communication of leader like informational, having strong affirmative possession on subordinate satisfaction of job and result of performance (Pettit et al, 1986).

Training in this specific process of language must give facilitation to manager to be able to drive the employees in the direction of attaining goal of the organization. The language of motivation can expand and increase this participation as it enhances dimension number third, sense-making according to culture models of dual factor from before for reducing uncertainty of communication of leader and language of people oriented. The pattern of the leadership language practiced in the chosen organizations in the survey contributed to the ineffectiveness of the institutes based on the below causes.

Inadequate equipment or tools or materials to work, number of personnel below than required, having not sufficient resources and not having well performance measurement system and lack of proper motivation for employees among other factors.

At the time of this research, the below factors of managerial inadequacies were pointed out:

Poor spread of management skills and miss delegation of authority: Power is poorly delegated among staff. So that makes them incapable when it becomes need to take decisions in absence of managers. Also it hampers the staffing when using owns initiatives everywhere and each process. Thus, most work is droning and lack innovative. Though the employees have to participate their responsibilities and duties according to rules of laid down.

For instance, it was noticed that the owner of the business addresses issues such finances, marketing, distribution, recruitment and production himself. Certainly his degree of expertise will vary in these fields. Thus his overall competence in handling the business is questionable.

Other issues that were of importance in this study are mentioned below:

The organizations those are in big scale those were having more direct interactions with top management to take all kind of business decision there. Then it becomes more general that the top position is being held by the family members which are not easily accepted by the employees or personnel. Also it has been seen that most of the top position of different department of the organization to practice as to controls to the other employees.

As a result, some of the subordinates do not comfortable to talk with top management of the organization. Some controllers also take slight or no attention in the workforces. Consequently, the employees frequently live on with the difficulties. Respectively this not only affects work environment but also make a great impact on the performance and satisfaction of employees.

Finally, particular numbers of the personnel were not promoted in current years. Therefore, they are dissatisfied and this affects their behavior at work. They gave favoritism and managing director's discretion as the cause.



4.4 Findings

This chapter emphasizes to investigate on research results of describing the factors of motivational language that contribute to influence the job performance and satisfaction of subordinates.

An earlier study about same to this area found that lack of equipment, insufficient workforce and inadequate performance management system influences the employee's performance and satisfaction. Also poor skill in delegating responsibility, power and repetitious tasks make oneself unhappy which have impacts on motivation of employees. Not only motivation and outcomes of employees is derived by manager but also sometimes the behavior of managers gets biased by owner of the organization.

According to the research based on the topic for sample size i.e. 30 in various commercial private and nonprofit organizations, the analysis has come to the below findings where the analysis derivatives are in standard form. These research questions are sustained by the validation of the research findings.

Table 4.2: Demographic Profile of Interviewees

Company: BRAC, DBL & RFL	Driving Reasons	Data from Interview
Language of Motivation		
Leadership language of manager	Autocratic	17
Level of relation between subordinates and head	Excellent Relation	16
Scale of motivation among the employees	If Satisfactorily Motivation offered	11
Delegation of power	Offering responsibility	17
Performance		
Performance Evaluation	Acknowledgment and Recognition	21
Driving Elements of Performance	Enrolment of Well-educated Experienced Superiors is the most Right Preference	11
Satisfaction		
Driving Elements Satisfaction	Autocracy and Poor Leadership	10
Working Environment	Comfortability	14
Reward and Benefits	Offering Promotion and Completion or Salary	26

4.4.1 Motivational Language Influences Job Performance

An additional analysis specified that the implementation of leadership language by the supervisor verified to have positive influence the performance of subordinate. In other words, job performance might meaningfully get increased by the supervisor after the implementing of employment of well-educated and experienced leaders or managers, enhancement of techniques of modern technology, implementing driving factors of motivation for employees and practicing conditional leadership language, research and development, assuring individual identification and unrestricted flow of data.

The autocratic leadership language is being practiced in the organizations where the Employees are expecting to have participative or transformational leadership language from the superiors. In the study we find that where the relation of the subordinators has at a comfortable stage with the superior their performance is also at a good level. So relationship has a link with the leadership approach that means the type of the leadership defies by the type of leadership or style motivation language of superiors. There are more few points which have indirect impact on job performance such as delegation of power, offering responsibility, freedom to perform responsibility and free flow of information from top to bottom and bottom to top.

Moreover, it is worth observation that when the superior maintains a deep relationship with the subordinates, the implementation of motivational language will offer outcome in a more significant positive influence on the improvement of job performance.

4.4.2 Motivational Language Influences Job Satisfaction:

When the subordinate precise instruction is provided for missions and offered compliments and encouragements by the superior, the job satisfaction of subordinates is prospectively to be higher. In other words, the implementation of required tools and resources found in study by the supervisor might significantly increase job satisfaction.

According to findings of interview, the poor leadership skill, unfavorable working environment and benefits are the major reason that has massive influence to drive the job satisfactions of the employees. Where one common reason has been found in effecting performance that is autocratic leadership style. Also the recognition of by superior that's make the subordinators more focused a responsible to perform the deputies. Benefits of which has direct impact on job satisfaction where almost equal number of participants agreed that they get derived by the salary and others remunerations. But there are also some causes that decreases the job satisfaction which has been defines as counter elements or causes such as lack of effective equipment, Deficient workforce and budget, Autocracy and poor leadership, Absence of responsiveness to employee's assumption and benefit.

Moreover, it is worth observation that, when the superior maintains a deep relationship with the subordinates, the implementation of recommendation will offer outcome in a more significant positive influence on the enhancement of job satisfaction.

5 CONCLUSIONS AND RECOMENDATIONS

Every organization is formed to achieve defined goals and purposes. People consider that if they join to the organization; will be able to receive their individual objectives and needs through serving the organization to accomplish the organization's aims. The organization will be effectively functional when the leaders perform their duty responsibly. To receive this, the leader need to combine these attributes:

Believe in one-self, will give the leader self-confidence to take up new challenges and ability to motivate others to take up pristine challenges. The leaders need to have and appearance dedication for the responsibility.

This delivers force and focus required to lead the organization. Competence is a fragment of acknowledged reward. Standard motivation is significant for accomplishing the objectives of organization. Therefore, acknowledgement of needs of employees is an important level to formation and efforts of motivation. Hence, every action taken by a leader stimulates a reaction in the employees.

As a result, the assessment is that accomplishment of the purposes of organizations in Bangladesh would be borne out of the fact that leadership recognizes the needs of the personnel, the right tools of motivation for the employees such as the procedure of giving promotion of employees on basis of knowledge and skills, offering supportive environment for the work and practicing conditional and segmentation language of leadership that will boost the undistracted flow of information among the personnel, reporting executives and further employees.

The theory of situation was significant to understand and know the behaviors, needs and expectancy of the employees in any organization. Therefore, the motivational methods for performance of employees should not be undervalued. As there was ability to understand that significant compensation leads the performance of employees, which is able to fulfill the personal needs and goals of employees.

Based on this, employees will contribute substantially to the organization's bottom level if the managers offer their individual expectations and goals.

According to theory of leadership of Likert, offering a classification in the manner in which responsibility and employee orientation can be studied: exploitative and authoritative, benevolent and authoritative, consultative, and participative, it was conceivable to know the exploring of motivational language of a leader on job performance and satisfaction. Through study, it has been found that most of the leaders were observed as being authoritative. This also denotes that they are exploitative as most respondents are underpaid and not comfortable with their present salary. In effect, the environment of work is unfavorable and with this approach, managerial problems are not done rightly and with much involvement of employees.

On the other hand the behavioral theory point out on the harmony between leaders' behavior and performance of the employees. This theory is useful as it indicatives and give an understanding of level of friendship, mutual trust and warmth between the leader and the subordinates Hence, conduciveness or unfavorable environment of work for workforce also employers' compliance to job only measures in dealing with workforce was soundly understood through this theory.

5.1 Recommendation

Because of being diversify of culture and old history of the main descent in Bangladesh, the affiliates of each cultural team are recognized to have diversified approaches and manner regarding the activities of work and business. Hence it becomes important that research of this nature must be supportive among the all cultural groups in Bangladesh. The accomplishment of such research will facilitate an overall conclusion to be made on evaluation of leadership and organizational performance in Bangladesh as a whole.

In accomplishing the mentioned goal, it will be required to focal point on the motivational level of the employees by the management or employers in the other nature or traditional groups in Bangladesh. It will not only be covered to analyze how and what determine the development to which promotional variable maximize the high performance in the organizational objectives.

- Implementing multi-dimensional empowerment where employees will have get chance to know additional relevant skills.
- Fixing a significant inspiring objectives for each employee and as the objectives are achieved, arrange team activity to acknowledge those employees also other department and team will attain to the function.
- Giving opportunity and space to personnel and group for featuring new idea. Also need to allow the employees to explore objectives which will help them to be benefited.
- Each and every employee should have opportunities to Express feedback on performance and satisfaction and fix new aims and time frame.
- Always share affirmative evaluation statement from the external vendee with employees. That will motivate the employees to act to do more efficiently and swanky.
- The relation between employee and authority need be trustworthy and considerate. Also the relation has to be balanced with a constructive fair.
- Designing a flexible, inspirable and working supportable atmosphere where employees will be influenced to perform responsibility efficiently.

- Regularly monitoring and analysis the attitudes of employees towards the expected performance from the tasks. If required to remove the gap between the actual and expected performance, then need to apply segmented hygiene factors. Such as: according to segmentation the hygiene factors are company policy, supervision-technical, administration, and mutual relations with managers exhilarator factors salary, work itself, job security, advancement, growth, responsibility and personal life.
- The performance need to be visible after the applying motivation to personnel as continuously as cycle, so that they should feel from their efficiency from performance measurement view point.
- Involve employees in the process of problem solving to give the opportunity to get engage on the process of related topic.
- Making the policies flexible and simple to ensure that those are open at places and in a structure those are favorable to workforce.

Related research that will give importance on the behavior of the workforce to work as well as their stage of commitment in organization will also be of significance. This characteristic is of importance, as irrespective of the traditional culture of most of Bangladeshi, their background, education, knowledge and exposure repeatedly affect the approach and way they response and perform the responsibilities at the work.

Focusing into the upcoming of organization and institution in Bangladesh, it will be very important to yearn for the leaders who will be prepared to accommodate and respect their subordinates. The students those study this area, will be leaders of future have to compensate all the employees according to their participation and contribution to the organization. The willingness to motivate and offer requisite training, independence to take personal decision at some specific levels by employees will further develop rolls of leader in business in this area.

Lastly, supporting a course to assist employees fulfills their individual needs and objective by the leader will improve commitment of the employees to the organization. In effect, this will bring about improved performance, satisfaction from the both sides and also will develop in bottom level of the organization.

5.2 Future Direction:

According to research findings, a motivational approach can be offered. As each and every country has variation of culture, religion, nature, behavior, habit and education process those factors control the people to act and needs which make the people work to fulfill the needs and demand. The flow of motivation is always downward direction. Person to person the needs or expectations varies. From the expectation people starts feeling dissatisfied needs. That unsatisfied need create a gap between the performance and satisfaction. We can consider that unsatisfied needs are motivator factors. If we need find that which person needs which motivator factors then have to go for segmentation of the motivation receiver. So here, we can use the pyramid organizational structure (Hierarchical level, Frederick Winslow Taylor, 1911) to segment the motivator receiver. Also the model of five Circles (Hatch, 1997) will be combined to find out the hygiene factors that may fulfill the unsatisfied need and accelerate that performance and satisfaction. Then performance and satisfaction need to be analyzed to understand the effect of motivation. To understand the effect of motivation the MRF Maier Study Effectiveness of decision = Quality * Acceptance. (Lowin, A. "Participative Decision Making, 1963) can be used.

Where if we consider the terms as below,

Effectiveness of decision = Effectiveness of motivation

Quality = Performance

Acceptance = Satisfaction

So equation comes as,

Effectiveness of motivation = Performance * Satisfaction

$EM = P * S$

So the motivation must have acceptable performance and adequate satisfaction. If one of this is "0", it does not work. The outcome becomes also "0". As the quality of motivation is "0" but everybody accepts it, then the performance is "0". Or quality of the motivation is 100% but no one accept it, then the satisfaction is still "0". So here, the both factors dominator should be high.

The process of segmentation motivational approach can be as below.

Step 1: Segmenting the working environment coverage area according to hierarchical level.

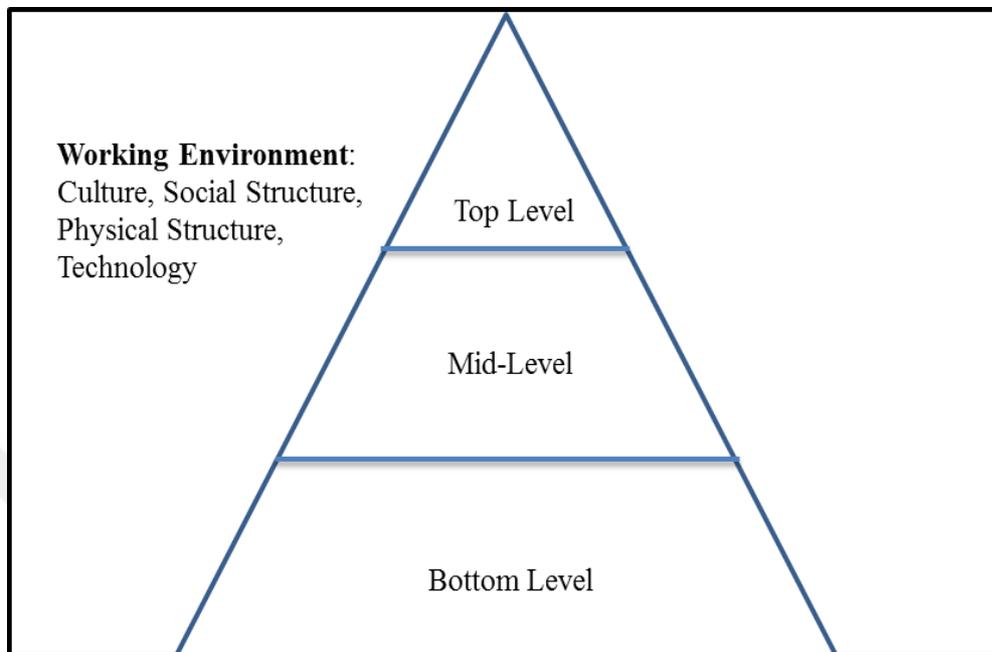


Figure 5.1: Area Working Environment Coverage Area

Step 2: Segmenting the motivation affect (occupy) area according to hierarchical level.

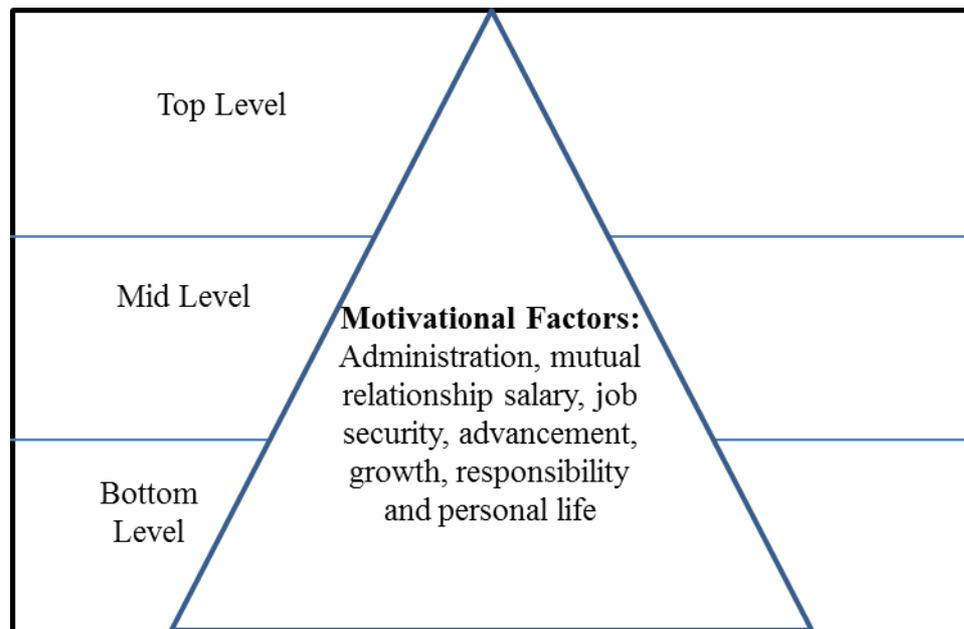


Figure 5.2: Motivation Affect (occupy) Area

Step 3: Segment according to individual and ages of motivation receivers.

Step 4: Asking about the unsatisfied needs (motivational factors).

Step 5: Applying motivational factors according to individuals.

Step 6: Implementing the conditional leadership languages. (Situational Leadership Approach, 1969)

Step 7: Evaluating performance and satisfaction level by using the equation -

$$EM = P * S$$

If the accepted result comes the process will be continued but if it does not the process will be reset from the beginning.



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APPENDICES

Appendix A

Dear Sir/ Madam,

I am MBA students of the Istanbul Aydin University doing a research work on the language of motivation of leader how impact on subordinate performance and job satisfaction in Bangladesh.

The questionnaires are strictly to collect important information about this research work. We ensure complete secrecy of all information given.

Yours Sincerely

Mohammad Khairul Islam Rasel
KAPLAN

Supervisor: Ast.Prof.Dr.Burcin

Personal Information:

Gender: Age: Qualification: Years of
Experience:

1. Explain me what kind of leadership behavior your superior is practicing to lead you as subordinate? (examples of leadership styles: autocratic, participative and laissez-faire)
2. How can you define the relation status at scale 5 between you and your superior?

3. Does your superior offer your responsibility? Can you practice daily responsibilities of department independently/ dependently without counter by your superior?
4. Define your experiences at scale of 5 about motivational tools practiced by your institute?
5. How can you define comfortability at scale 5 of your working environment?
6. Describe your job satisfaction in terms of current salary form organization?
7. Describe what define who will be given promotion (examples of: experience, education, participation to the organization, nepotism and judgment of M.D with preference).Did you get promotion recently?
8. Do you get job training from your institute and what type of training? (examples of training type: orientation, job training, use of technology, remedial training and class room training).
9. Describe how your performance is evaluated by your superior.
10. Explain what are the elements of motivation can be applied to influence your performance. (examples of factors: employment of well-educated and experienced leaders or mangers, enhancement of techniques of modern technology , implementing driving factors of motivation for employees and practicing conditional leadership language, research and development, assuring individual identification and unrestricted flow of data)
11. Describe what are elements of the leadership styles and motivation encounter in your job satisfaction and in what ways? (examples of factors: lack of effective equipment, deficient workforce and budget, autocracy and poor leadership, absence of responsiveness to employees assumption and benefit)

Appendix B

Research Question Matrix

Research Question	Corresponding Interview Question(s)
RQ1	Q1, Q2, Q3, Q4
RQ2	Q7, Q8, Q9, Q10
RQ3	Q5, Q6, Q11





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27/03/2017

Sayın Mohammad Khairul Islam RASEL

Enstitümüz Y1412.130049 numaralı İşletme İngilizce Ana Bilim Dalı İşletme Yönetimi İngilizce Tezli Yüksek Lisans programı öğrencilerinden Mohammad Khairul Islam RASEL'in "THE EFFECTS OF LEADER'S MOTIVATION LANGUAGE ON SUBORDINATE PERFORMANCE AND JOB SATISFACTION IN BANGLADESH" adlı tez çalışması gereği "Questionnaire" ile ilgili anketi 08.03.2017 tarih ve 2017/05 sayılı İstanbul Aydın Üniversitesi Etik Komisyon Kararı ile etik olarak uygun olduğuna karar verilmiştir.

Prof. Dr. Özer KANBUROĞLU
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