

Liverpool, 08.08.2021

## The Impact of Leadership Styles on Employee Motivation

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### ABSTRACT

The economy of Abu Dhabi has seen considerable growth in recent years. Consequently, public sector staff turnover rates have dramatically increased and led to gaps in the availability of skilled labour and technical expertise. Moreover, changes to the population structure within Abu Dhabi because of the huge influx of foreign investment has led to changes in employee needs. This drives the decision-makers to interact with employee motivation to increase job security through creativity and skills. Researchers into leadership have a consensus, in general, that leadership entails the same sort of issues as managerial ones. However, leadership focuses on creating a vision for influence and change, whereas Management relates to achieving actions, activities, and primary routines. Leadership can then be seen as a quality that leads to movement and changes by establishing direction and people's coordination, motivation, and inspiration.

The main objective of this research was to investigate what type of leadership style exists in influencing the process of employees' motivation in the General Secretariat of the Executive Council (GSEC). Mono method for data collection was utilized, quantitative data was collected to test the research model and confirm related hypotheses using a survey questionnaire. Results showed that six factors significantly correlated to the dependent variable 'employees' motivation'. Those factors are idealized influence, inspirational motivation, intellectual stimulation, individualized consideration, Management by exception and contingent rewards. However, two variables, active Management by exception and Laissez-faire, were found not to predict employee motivation directly; the latter has emerged to affect motivation through perceived extrinsic and intrinsic rewards indirectly. Moreover, gender, age, education, position, and experience all proved to influence employees' motivation.

This study will contribute to the literature on leadership in public sectors, particularly for the Middle Eastern countries, and may assist decision-makers of human resources management in assessing, designing, initiating and evaluating new or existing programmes for employee motivation. Moreover, this research contributes to the knowledge by examining the factors that might impede or encourage the adoption of motivation among GSEC employees.

### KEYWORDS

Leadership styles, Employees' motivation, Idealized influence, Inspirational motivation, Intellectual stimulation, Individualized consideration, Management by exception and contingent rewards

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