

Management Leadership Styles and their impact on the motivation of staff of the third sector

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Abstract: Leadership and motivation are key aspects in achieving the success of organizations. Leaders have a prominent role in organizations, either through strategic decision-making, both in motivating associates. The central objective of this study is to know the styles of leadership and motivation dominant in the third sector.

Therefore, we want to know which has the characteristics of the current leaders and effective leaders, existing types of motivation, and the relationship established between the current leadership and motivation in the nonprofit sector. We conducted a study of character quantitative, exploratory and correlational, using as an instrument of data collection, a questionnaire, to assess motivation and leadership in the hospitality industry. As main conclusions obtained that the characteristics are different from the current leader of the characteristics of effective leaders and the motivations depending on several factors may be intrinsic or extrinsic. Regarding work motivation, this is significantly correlated with the generality of the items of the current leadership, however, the characteristics of the current leader does not show significant correlation with the leader's role in motivating the respondents.

Keywords: Current Leadership; Effective Leadership, Motivation, Third Sector.

1 Introduction

The motivation of teams of associates requires effective leadership and efficient in the drive to achieve the objectives previously defined. Leadership, motivation and vision are concepts that intersect and become essential to mobilize people in the processes of change and create these confidence and determination in achieving specific goals and objectives. You need to set challenges, goals and set the bar high in order to stimulate and motivate teams. In a scenario where the economic environment that appears unstable, the changing market and organizational changes with a great

dynamic with respect to advances in technology, knowledge and overall customer requirement, organizations believe they have to have on their frames leading innovators, visionaries and thinkers daring, assuming a commitment to excellence. To meet the constant competition / competitiveness of the market, the organization needs competent and creative. Associates can become "capital gains" within the organization, representing a distinctive element of other organizations. It is necessary for this, that people are integrated, trained, led, motivated, evaluated, and feel involved in decisions that affect them directly or indirectly. Motivating increases the adaptability of associates to change and reduces resistance to it, guiding them to

behaviors and in the desired direction; helps to create a climate and a culture that values learning, recognition and equity, and raises in associates a sense of self-efficacy and self-esteem, reducing the sense of routine and demoralization [1]. On the other side, and having many studies on leadership and motivation in the areas of business, the third sector, defined as the set of organizations that are not public, pursue social goals and being private, not for profit, has neglected these aspects, that are increasingly crucial to the implementation of this market institutions. However, increasingly this is a sector that necessarily has to adapt to the changing demands of its customers, and begin to guide your actions from the point of view more entrepreneurial (level resource management, people, customers, etc.), not forgetting of course his social character.

When we want to study leadership and motivation in the third sector, we aim: to know the characteristics most dominant in the existing leaders in IPSS's (Private Institution of Social Solidarity) in the municipality of Bragança, analyze the most significant characteristics of effective leaders and finally know the types of dominant motivation for technical directors and its relation to the study variables.

According to Pérez López, cited by Silva [2], a theory of motivation must always take into account that people, when acting, may move for three reasons: (1) extrinsic: which impel the individual to action because of external results that appear from it, ie, by the reaction of the medium to the action (working for a salary, recognition, promotion, etc..), (2) intrinsic: that lead to the execution of an action for compensation that action itself provides the subject (psychological satisfaction, self-fulfillment, satisfaction, accomplishment), (3) transcendent: the act that lead to consequences that action may be to others, regardless of the possible reaction about the agent (working for be useful to his country, to serve customers, to improve the family).

Since the competitiveness of companies depends largely on the organization's human resources, cooperation and collaboration inside, it becomes a matter of survival for any organization, motivating people, make them feel confident and involved in dynamic to achieve the proposed objectives and organizational success. The study of motivation has been, over the years, one of the areas in which more research have been developed since the notion of motivation is a central concept for understanding human behavior.

In Portugal, and similarly to what happens in other countries, the origins of philanthropic and

charitable initiatives are mostly connected with the Church. Being that it is from the beginning of nationality, harking back to the century. XII, there are various organizations, which is now included in the Third Sector connected with the Church, or at least heavily inspired by the dynamics of the Works of Mercy and Christian values [2]. These associations spread throughout the country and currently play an important role in social protection, mainly covered by the designation mostly IPSS's Mercies and Foundations. However, through the inter-relationships and complementarities of the Third Sector has with institutional areas of socio-economic system (including the Social Security system, which depends on its sustainability) may perceive some of the particular / weaknesses of these organizations: semi-public character , importance of religious organizations; centralized organizational model, low degree of competitiveness, reduced role of marketing, reduced level of professionalism of its staff and little diversification of funding sources. Despite the growth of this sector, and given the proximity / dependence on the state, on the one hand gives them some financial stability, on the other hand the ability of innovation and marketing as well as service-level management seems to be affected [3] . The reduced capacity for innovation is doubly linked to the low level of competitiveness, because as there is no competition in terms of allocation of public subsidies, as these are determined by the services provided and automatically renewed, ultimately discourage their need for innovation. On the other hand how organizations operate in a "market" of products / services in itself uncompetitive, also reinforces the disincentive to innovation. Its weak market orientation, its weak competitiveness also explains the reduced use of marketing, although recently there is already some concern in this direction [4] [5]. In this sense, the process of skills development of human resources has been established as one of the main challenges faced by third sector organizations. It is the achievement of one of the goals towards overcoming the obstacles that have prevented the institutional functioning in accordance with the new demands of reality.

2 Methodology

The variables are the characteristics of leadership, motivation and the variables corresponding to the characterization of the respondents: gender, marital

status, educational level, type of institution and social responses developed. In order to understand the relationship between the variables, as proposed research questions:

There are differences between the perspective of current leader and the prospect of effective leader?
Exist relationship between current leadership and motivation?

The characterization of motivation varies depending on qualifications and also due to the number of social responses developed by the institution?

The characteristics of the current leadership are different depending on the qualifications and the number of social responses developed by the institution?

In order to answer these questions we conducted a study of a quantitative, exploratory and correlational.

2.1 Participants

The population consists of all IPSS's Technical Directors of the municipality of Bragança, which equals 45 individuals. Participants therefore have to evaluate the characteristics of their current leaders, which correspond to his superior (in the case of IPSS's will be the Chairman of the Board, in Mercy Provider, and the Foundations, the Founder). Of the 45 questionnaires, 33 responses were obtained, of which 87.88% are female and the remaining 12.12% male. The vast majority of respondents, 57.58% are married or in union, 33.3% were single and 9.09% are divorced or separated. Regarding the distribution of respondents by educational attainment is that most individuals, 48.48% have a degree, 30.30% are postgraduates, 15.15% and 3.03% are teachers have PhD. It was also found that the majority of respondents, 93.94% hold office in institutions such IPSS, 3.03% work in Foundation and 3.03% in an institution of Mercy. Regarding the responses developed social institutions; it has to be 27.3% work in institutions with the social response nursing home. In the case of Day Centre are 39.4% of respondents indicated that this social response in the institution where they work. The valence SAD (Home Care Services) was indicated by 42.4% of respondents as part of the institution they represent. In turn, the social response daycare was indicated by 21.2%. In the case of garden-care were 24.2% respondents who reported this strength. Turn the valence CAO (Occupational Activity Centre) was indicated by 12.1% of respondents as part of the institution they represent. The autonomous

residence was reported by only one respondent. The "other" type of valence was indicated by 36.4% of respondents as part of the institution where they hold functions.

2.2 Instrument

The instrument used to collect data was a questionnaire developed by Freitas [6], which assesses motivation and leadership in the hospitality industry, consists of three parts. The first part consists of 5 questions that correspond to the characterization of the respondent (gender, marital status, educational level, type of institution and social responses developed).

The second includes 17 questions that aim to assess the motivation, of which 15 are directly related to the factors of motivation of the respondent; 1 on your level of motivation and one on the importance attributed to their leader. Was used to discrete quantitative scale to vary from 1 (strongly disagree) to 6 (strongly agree).

Finally, the third part consists of 33 questions that allude to the characteristics of the current leader and effective leader (yielding 66 responses in total). Initially the respondent (technical director) shall classify the characteristics and behaviors that their current leader has (being the current leader his superior, ie, in the case of IPSS's will be the President's direction, the foundations, the founder, and the Mercies, Provider), and a second stage to classify the behaviors that, in his opinion, are important for an effective leader (or ideal leader). It was also used discrete quantitative scale varying from 1 (very bad) to 6 (very good) to the characteristics of the current leader, and 1 (not important) to 6 (very important) to the characteristics of the effective leader. Purposely, the range between 1 and 6, in order to avoid an intermediate response.

Therefore, the questionnaire comprises questions a totality of 88.

2.3 Statistical Analysis

Statistical analysis of data relating to the study was performed using the computer program Statistical Package for the Social Sciences - SPSS for Windows, version 20.0. In the first phase, in order to describe and characterize the study population, we performed a descriptive analysis of the data on the nature of the variables under study. We used to statistical measures: absolute frequencies, relative frequencies, mean, standard deviation, minimum,

maximum, median and bar charts in order to describe the characteristics: sociodemographic, the institution, the motivation, the current leadership and effective. Regarding the inferential analysis and given the nature of the study variables (ordinal) we used nonparametric tests. The use of the present tests lies not only with the fact that it is ordinal variables, but also by the small sample size ($n = 33$). When the samples have a distribution that is not normal recourse to non-parametric tests is the most convenient (since parametric tests require a normal distribution) [7] [8] [9].

Therefore, to compare the results of the features of the current leader with effective leader appealed to the test signal (the results in the study are paired). In the study of the relationship between motivation and current leadership used the correlation coefficient Spearman Rho, because this coefficient measures the strength of the relationship between ordinal variables (weak correlation to 0.39, from 0.40 to 0.69 moderate correlation; 0.70 to 0.89 strong correlation exceeding 0.90 very strong correlation). To compare the results obtained with regard to qualifications for Motivation and Leadership current also resorted to the nonparametric Mann-Whitney test, since it has two independent samples of ordinal variables and small. In comparing the results obtained for the number of social responses offered by the institution for Motivation and Leadership also resorted to the current nonparametric Kruskal-Wallis test, since it has three independent samples of ordinal variables and small.

3 Results

It was possible to fulfill the proposed objectives and the research questions. The first objective was: to know the most dominant features in the existing leaders in IPSS's the district of Bragança. According to the answers of the respondents, the characteristics of the current leaders are consistent with the items "have confidence", "having a vision" and "delegate responsibility to employees." The second goal was: to analyze the most significant characteristics of effective leaders and according to the answers of the respondents, the effective leader must hold the following characteristics: "motivating employees"; "have a vision"; "relate respectfully with subordinates" and "conflict resolution".

Regarding the third objective: to know the types of dominant motivation for technical directors, the items most valued by respondents were: "I value a

work environment where there is trust and respect"; "appreciate a good relationship with co-workers" and "I value a good relationship with my superiors", so if you can see that the extrinsic motivations are prevalent within the ambit of the respondents. Respondents are motivated to face activities that develop the appropriate workplace, valuing positively the motivation used items, "I feel motivated in relation to my work" and "my leader has an important role in my motivation." Regarding the questions: Are there differences between the perspective of current leader and the prospect of an ideal leader? It was found that these differences actually are notorious, and the characteristics of the current leader concern mainly with the characteristics of visionary leadership style, so the leader has a vision, yet allows his subordinates to innovate and take risks calculated as that the characteristics of effective leaders are consistent with the coach's leadership style, ie, the leader accompanies the subordinate in a dynamic facilitator of change of the definition and scope of the objectives of each.

The existence of a relationship between current leadership and motivation, it was found that work motivation is significantly correlated with the generality of the items of the current leadership. According to the answers of respondents, deserve special mention "being charismatic", "delegate responsibilities to employees" as well as "support employees in performing their tasks." Once all the results of the correlation coefficient is positive, it is therefore a direct relationship between the variables. Note also that although the work motivation is significantly correlated with the current leadership, the characteristics of the current leader are not decisive in itself, the motivation of respondents to work.

Regarding the third research question: the characterization of motivation varies depending on qualifications and also due to the number of social responses developed by the institution? It was found that respondents with a higher degree attribute value essentially Herzberg's motivational factors, which relate to personal fulfillment, recognition and development. Already respondents with a lower degree value above the Herzberg hygiene factors such as salary, organizational climate, and social benefits policies and management practices.

Relatively, the number of responses developed social institutions, respondents who work in institutions with a unique social response attribute lower valuation indistinguishably, motivation. On the other hand, individuals who work in institutions

with two answers social value motivational factors, respondents already embedded in institutions with three or four answers social value mainly hygienic factors. Responding to the research question, the characterization of the current leadership varies depending on qualifications and also due to the number of social responses developed by the institution? Respondents most valued features of the current leader are licensed and work in institutions with two social responses. Meanwhile, individuals who value less on average the characteristics of current leader holds a higher degree (Masters and PhDs), and work in institutions with a social response. However, individuals licensed particularly value the characteristics inherent to the relational leadership style, and individuals with higher degree categorize their current leaders with visionary leadership style. On the other hand, it should be noted that respondents who work in institutions with one and / or two social responses characterize their current leader as relational. Already respondents who work in institutions with a greater number of social responses (3 or 4 social responses), and therefore larger, fit your current leader in visionary style.

4 Conclusion

In a society in constant evolution, that future generations will have a degree of requirement than the existing service delivery, we believe that the third sector that will effectively monitor these developments. To that end, as it should be, the leaders and their teams will have a decisive role.

After completion of this study we point out the main conclusions that the characteristics of the current leaders are consistent with the items "have confidence", "having a vision" and "delegate responsibility to associates."

Have the characteristics of effective leaders relate to "motivate associates," "having a vision"; "relate respectfully with subordinates" and "conflict resolution".

It is thus suggested by respondents that the effective leader must assume the role of mediator, entrepreneur and simultaneously respect and motivate team.

Regarding the types of dominant motivation for technical directors are consistent with the type extrinsic respondents are motivated to face activities that develop the appropriate workplace. It was found that effectively there are differences between the characteristics of the current leaders

and characteristics of effective leaders, and the characteristics of the current leader concern mainly the characteristics of the style lead visionary, while the characteristics are consistent with efficient leader the coach's leadership style. According to the literature review, and that the style of leadership coach is considered highly relevant, there are several authors who argue the relevance of adopting different leadership styles according to the situation, and their respective specificities [10]. The work motivation is significantly correlated with the generality of the items of the current leadership. Note also that although the work motivation is significantly correlated with the current leadership, the characteristics of the current leader are not decisive in itself, in the respondents' motivation to work.

We also conclude that respondents with a higher degree attach greater importance of Herzberg motivational factors, which relate to personal fulfillment, recognition and development. Already respondents with a lower degree value above the Herzberg hygiene factors such as salary, organizational climate, and social benefits policies and management practices.

Relatively, the number of responses developed social institutions, respondents who work in institutions with a unique social response attribute lower valuation indistinguishably, motivation. On the other hand, individuals who work in institutions with two answers social value primarily motivational factors and respondents embedded in institutions with three or four answers social value mainly hygienic factors. Respondents most valued features of the current leader are graduates and work in institutions with two social responses. Meanwhile, individuals who value less on average the characteristics of current leader holds a higher academic degree, and work in institutions with one social response.

However, individuals graduated particularly value the characteristics inherent to the relational leadership style, and individuals with higher degree categorize their current leaders with visionary leadership style. We can see, effectively, individuals holding a higher academic degree value leadership characteristic more task-oriented than for individuals. On the other hand, individuals with a lower degree value primarily relational characteristics.

It should be noted that respondents who work in institutions with one and / or two social responses characterize their current leader as relational. Already respondents who work in institutions with a greater number of social responses (3 or 4 social

responses), and therefore larger, fit your current leader in visionary style. Therefore, the leadership of human resources has gained prominence as a priority area of attention, due to the increasing need of organizations of the Third Sector, act competently, effectively and efficiently. This is a concept that has been the subject of many studies in the context of the social sciences and humanities, and has deserved special attention and growing within the Organizational Theory [10].

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