

THE INFLUENCE OF LEADERSHIP ON EMPLOYEE MOTIVATION

A INFLUÊNCIA DA LIDERANÇA NA MOTIVAÇÃO DOS COLABORADORES

LA INFLUENCIA DEL LIDERAZGO EN LA MOTIVACIÓN DE LOS COLABORADORES

 <https://doi.org/10.56238/sevened2025.036-137>

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ABSTRACT

The figure of the leader has become indispensable in organizations, as leaders can encourage their teams to strive for excellence, innovate, and create new ways of carrying out activities, managing unforeseen situations with calmness and creativity, and influencing people to achieve both their own goals and those of the organization. For these factors to occur, it is necessary that all those involved are motivated. Therefore, this study aims to understand, from the perspective of subordinates, how leadership influences the motivation of team members in a company within the metallurgical sector in Caxias do Sul, Rio Grande do Sul, Brazil. Regarding methodology, a questionnaire was administered to 69 employees from the administrative area of a company that manufactures machinery and equipment for the beverage, food, and chemical industries, in order to assess the level and orientation of motivation, as well as the leadership style perceived by subordinates. The results revealed that most respondents exhibit a high level of motivation and a success-oriented profile. In addition, their leaders demonstrate an integrative leadership style. On the other hand, it was identified that gender, length of service, and average salary do not statistically significantly influence employee motivation.

Keywords: Leadership. Motivation. Performance.

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RESUMO

A figura do líder se tornou indispensável nas empresas, pois ele pode impulsionar na sua equipe a vontade de fazer o melhor, de inovar, de criar novas formas de realizar as atividades, conduzindo os imprevistos com tranquilidade e criatividade, influenciando as pessoas a atingirem seus próprios objetivos e os da organização. Para que esses fatores ocorram, é necessário que haja motivação de todos os envolvidos. Portanto, esse trabalho tem como objetivo compreender, do ponto de vista do liderado, como a liderança influencia na motivação dos integrantes da equipe em uma empresa do segmento metalúrgico em Caxias do Sul - RS. Como metodologia, foi utilizado um questionário em 69 colaboradores da área administrativa de uma empresa fabricante de máquinas e equipamentos para o segmento de indústria de bebidas, alimentos e química, para averiguar o nível e orientação da motivação, assim como o estilo do líder percebido pelos liderados. Os resultados revelaram que existe um alto nível de motivação na maioria dos entrevistados e possuem uma orientação para o sucesso. Complementando, seus líderes revelam um estilo integrador. Por outro lado, identificou-se que o sexo, tempo de trabalho e média salarial não influenciam de forma estatisticamente significativa na motivação dos colaboradores.

Palavras-chave: Liderança. Motivação. Desempenho.

RESUMEN

La figura del líder se ha vuelto indispensable en las empresas, ya que puede impulsar en su equipo el deseo de hacer lo mejor, innovar y crear nuevas formas de realizar las actividades, afrontando los imprevistos con tranquilidad y creatividad, e influyendo en las personas para que alcancen tanto sus propios objetivos como los de la organización. Para que estos factores ocurran, es necesario que exista motivación por parte de todos los involucrados. Por lo tanto, este trabajo tiene como objetivo comprender, desde el punto de vista de los subordinados, cómo el liderazgo influye en la motivación de los integrantes del equipo en una empresa del sector metalúrgico en Caxias do Sul, Rio Grande do Sul, Brasil. Como metodología, se utilizó un cuestionario aplicado a 69 colaboradores del área administrativa de una empresa fabricante de máquinas y equipos para el sector de las industrias de bebidas, alimentos y química, con el fin de evaluar el nivel y la orientación de la motivación, así como el estilo de liderazgo percibido por los subordinados. Los resultados revelaron que la mayoría de los entrevistados presenta un alto nivel de motivación y una orientación hacia el éxito. Asimismo, sus líderes muestran un estilo integrador. Por otro lado, se identificó que el sexo, el tiempo de trabajo y el salario promedio no influyen de manera estadísticamente significativa en la motivación de los colaboradores.

Palabras clave: Liderazgo. Motivación. Desempeño.



1 INTRODUCTION

Job satisfaction and organizational commitment are influenced by leadership practices that, in addition to influencing employee morale by inference and implication, they influence the employee's work motivation, impacting knowledge and talent management (PARASHAR-CARVILLE; SHAW, 2016).

Some leaders are more effective than others, or feel more comfortable acting in this role than others. The most important characteristics of the individual for understanding the differences in the performance of leaders are skills and motivation. One of the skills that most arouses interest in the study of leadership is style (MAXIMIANO, 2017). The styles covered in this work will be autocratic, laissez-faire, democratic, and transformational-charismatic.

Administrative leadership has more influence, while political and administrative leaders must manifest stronger leadership qualities and cooperative behaviors (UGADDAN; PARK, 2017). The association between transformational leadership and employee motivation also depends on the perceived impact of employees, suggesting that some fall below others when leaders try to increase employee motivation (BRO; ANDERSEN; BØLLINGTOFT, 2017).

Therefore, the objective of this article is to understand, from the point of view of the subordinate, how leadership influences the motivation of team members in a company in the metallurgical segment in Caxias do Sul - RS. For this, a quantitative research was carried out with 69 employees in a company in the metallurgical sector, representing the population of the administrative area, that is, all employees of the administrative, financial, commercial and marketing management of the organization.

The article is composed of the theoretical framework on the concepts of leadership and motivation, the methodology, the analysis of the results of the quantitative research and the final considerations.

2 LITERATURE REVIEW

2.1 LEADERSHIP

To lead is to practice actions, some programmed and others spontaneous, with the aim of commanding, leading, influencing and inspiring people or groups to work towards achieving satisfactory personal and professional results, through organizational objectives (MADRUGA, 2014).

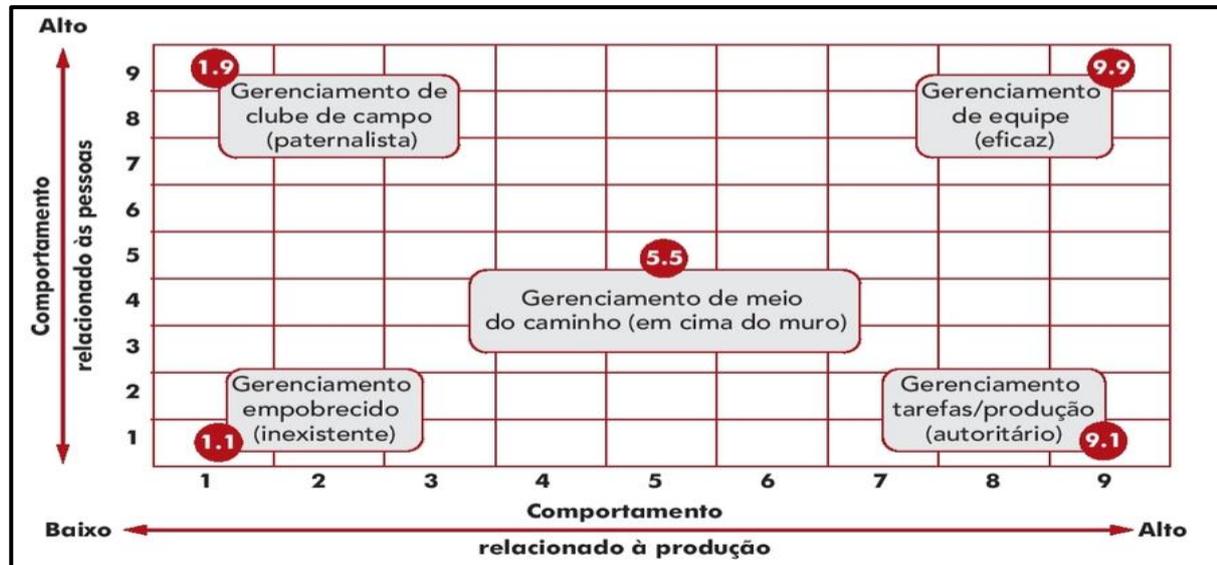
Among the main theories, the theory of traits is presented, focusing on the analysis of the behavioral profile of leaders. Behavioral theories, on the other hand, believe that leadership can be developed in people from continuous training and qualification. Fiedler's theory points out favorable and unfavorable situations for the leader. Finally, the path-goal theory focuses on the idea that subordinates need to be considered as well-intentioned people. In addition, the leader will only achieve success by helping them and fulfilling themselves (BERGAMINI, 2013; TAJRA et al., 2014).

Among leadership styles, the laissez-faire style is the type of leader who avoids conflict and tries to please everyone by giving complete freedom to individuals. The democratic style is one in which the leader allows the team to contribute to the achievement of the organization's objectives, valuing and stimulating people (ESCORSIN; WALGER, 2017). The sympathetic leader is characterized by always protecting people, is sociable, seeks to avoid conflicts and for him the result is something difficult and achieving it is beyond his capacity. The autocratic leader, on the other hand, is characterized by emphasizing the organization of work, sees the worker as a simple instrument, seeks to make decisions and is not very sociable. The middle leader is characterized by equating his priorities between people and production. Finally, the integrative leader is characterized by being concerned with both production and people, encourages the group's participation in decisions and stimulates creativity (RIBEIRO, 2016).

Scholars Robert R. Blake and Jane S. Mouton, supported by Likert's work, devised the leadership grid and published it in 1964. According to Silva (2013), these were the first studies that established two dimensions of leadership: production-oriented and people-oriented. In the grid, there are nine degrees of reference for each of the two variables, resulting in an array of 81 cells. Each of these cells represents a possible management style, of which 81, five are specially considered and named as shown in Figure 1.

Figure 1

Blake and Mouton Management Model



Source: adapted from Silva (2013).

2.2 MOTIVATION

The study of motivation basically involves the reasons why people behave in a certain way (SILVA, 2013). According to Tajra and Santos (2014), there are two types of motivation: intrinsic and extrinsic. The intrinsic ones are associated with emotions and instinctive reactions, it is the psychic energy that leads to an action to minimize or cease the tension-generating process. Extrinsic diseases are linked to the environment, they are generated by a process of reinforcement and punishment.

With each need met, a new one arises, with a progression and its intensity that varies according to each person. There are people who have never reached the highest levels of need for reasons related to the life they have. Based on the employee's needs, the company can use the correct means to motivate him/her, aiming to awaken a better performance (NELSON; QUICK, 2012).

Maslow's theory was one of the pioneering models of motivation, even though it failed to provide researchers with clear measurements of its concepts, it was the precursor of modern theories (WAGNER; HOLLENBECK, 2009). This theory predicts that the needs of the individual are classified into five levels: physiological needs (related to survival, they are basic and immediate of the human being); security needs (when the first-level needs have been met, they are related to the search for protection against threats and the escape from danger); social needs (this need arises after the

previous one is at least partially met, they are related to friendship, love, affection, participation and acceptance by the partners); esteem needs (involve self-respect, social approval, prestige, consideration and status, as it is about how the person sees and evaluates themselves) and self-actualization needs (they are at the top of the hierarchy, as they are the highest needs in which the person wants to be their best, so it is necessary that all previous needs are well met).

Alderfer's ERC theory supplemented Maslow's progression hypothesis. He presented three levels of need: existence, relationship, and growth. The theory establishes regression as the only component for frustration; thus, when a higher-level need is not met, the lower-level need can be considered motivating again (SILVA, 2013).

The two-factor theory, proposed by Herzberg, is a version of Maslow's theory of needs, as it differentiates between motivation at work and job satisfaction. The factors that lead to job satisfaction are called hygienic. These factors are linked to the conditions in which the work is performed and represent the needs to avoid pain in the environment. Motivational factors, on the other hand, are essentially related to the activity or work and directly influence the productivity of the company's employees, leading to satisfaction or non-satisfaction (SILVA, 2013). These factors are responsible for the increase in the result and prevent dissatisfaction (TAJRA; SANTOS, 2014).

David C. McClelland studied motivation for more than 20 years and presented the theory of achievements, also called the theory of acquired needs. This theory maintains that there are needs that are acquired and socially contracted when the individual interacts with the environment (SILVA, 2013). Among the types of needs are: need for fulfillment; need for affiliation and need for power (TAJRA; SANTOS, 2014).

2.3 MOTIVATION AND LEADERSHIP

The direct leader has the power to influence the motivation for the team's work, both in a positive and negative sense. However, no subordinate will talk to his leader about his motivational expectations if he does not convey confidence and does not allow a communication channel, showing interest (BERGAMINI, 2013).

Motivated leaders can be more effective in leadership roles (GILBERT et al., 2016). As a consequence, the behaviors of leaders and the associated influence can be important during the early phases of the leader-follower relationship, as they

motivate employees and embed work with meaning and purpose (BOTTOMLEY et al., 2016). However, this "infusion process" is not equally relevant in all organizational environments (BRO; ANDERSEN; BØLLINGTOFT, 2017), since there is a cognitive diversity of knowledge interacting with leadership that can influence the intrinsic motivation of the team (WANG et al., 2016). Therefore, in addition to motivating leaders, the company must equip them with the knowledge, skills, and other characteristics necessary to effectively lead the team to achieve organizational goals (FOWLER, 2018).

But what is observed today is that companies are increasingly dependent, not only on people's ability and motivation to continuously develop deep technical knowledge, but also to apply them in innovative ways and influence others to adopt new ideas (CHAN et al., 2017). In this way, the ability of senior administrators to properly use well-designed course content and select the right instructors to teach and facilitate training, improves employees' motivation to learn (ISMAIL; ZAINOL; AHMAD, 2017) and develop them professionally.

3 METHODOLOGY

The approach of this study is quantitative (SAMPIEIRI et al., 2013), descriptive in nature (MARCONI; LAKATOS, 2017), which aims to study the characteristics of a group, as in the case of this work, which will analyze the entire administrative sector of a given metallurgical company in Caxias do Sul.

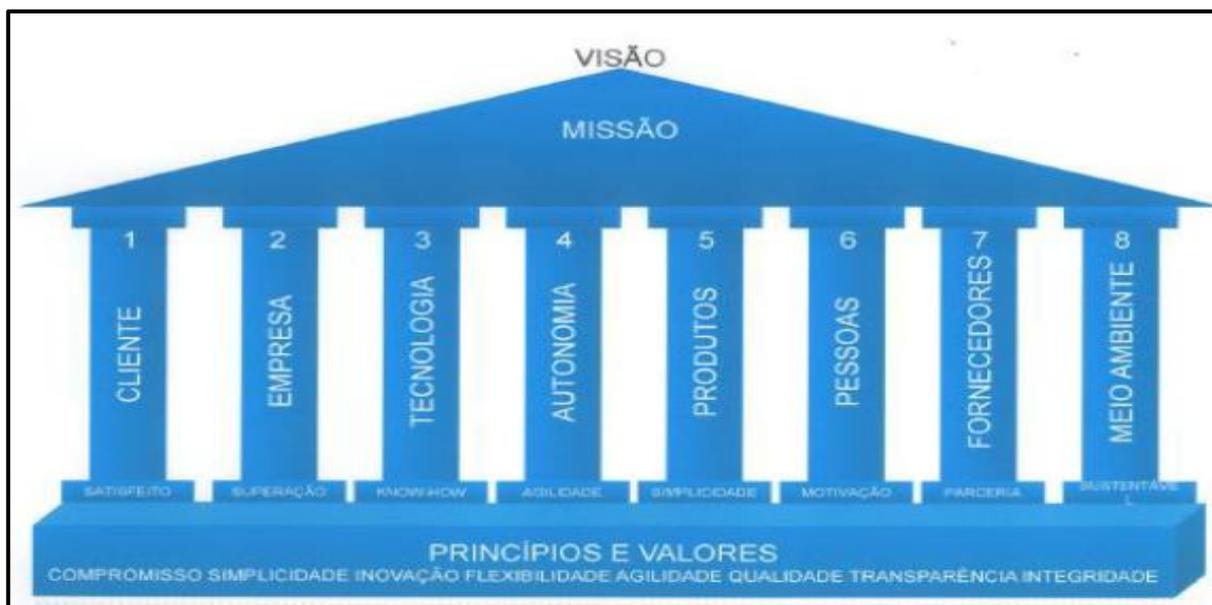
The form of data collection in this research is of the survey type (Gil, 2010) and for this survey a questionnaire with closed questions was used (KLEIN, 2015), adapted from Lameiras (2010). The first part of the questionnaire consists of six groups of statements that aimed to measure the perception that employees have about the guidance that their leader has. The second part is made up of eighteen expressions, where they mention supposed situations that will lead the employee to recognize himself with them. In this part of the questionnaire, ordinal scales of the Likert type of seven points will be used. Finally, the third refers to the characterization of the researched. It is composed of the elements gender, age, marital status, if they have children, academic background, length of service, approximate monthly family income and they hold a leadership position.

3.1 OBJECT OF STUDY

The research was carried out in a medium-sized company in the city of Caxias do Sul, in the state of Rio Grande do Sul, which employs approximately 409 employees, in addition to outsourced services such as reception, security, food, transportation and cleaning. The company is a manufacturer of machinery and equipment for the beverage, food and chemical industry segment.

The company's goal is sustainable growth, seeking to improve its internal processes and increase its revenue, gross profit and working capital. Based on this, the company created the breakdown of the guidelines of the strategic, operational and radar plans, which are pillars of support for its business (Figure 2). The focus of this research is in line with one of these pillars that sustain the organization: people – seeking to keep the team motivated in a work environment conducive to the development of its employees, cultivating transparency and integrity in relationships. One of the company's ways to achieve the expected result is the climate survey, carried out in the company, in order to identify points to be developed based on the opinions of employees.

Figure 2
Principles and values of the researched company



Source: company (2016).

In this study, data collection was done from the population, which are all employees of the organization's administrative, financial, commercial and marketing



management. The total number of employees in these areas is 69 employees.

The distribution and collection of questionnaires were carried out through printed questionnaires and delivered by hand to the respondents, in August and September 2017. A ballot box was also made available where the collaborators deposited their completed questionnaire in order to guarantee anonymity and allow greater freedom in the answers and less risk of the researcher influencing them.

For data analysis, descriptive statistics, frequency statistics and non-parametric tests (KLEIN, 2015) were performed with the help of the statistical software SPSS®20.

4 ANALYSIS OF THE RESULTS

Data analysis was performed in two moments: the first refers to the characterization of the sample, with information from the respondents; and the second moment refers to the analysis of the answers that contemplate the theoretical framework addressed of leadership and motivation.

4.1 SAMPLE CHARACTERIZATION

The responding population is composed of 64.71% men and 35.29% women. Regarding the average salary variable, the average salary from R\$ 3,001.00 to R\$ 5,000.00 is the majority, constituting 35.29%, and those from R\$ 1,001.00 to R\$ 3,000.00 and more than R\$ 5,000.00 constitute exactly the same percentage, 29.41%. The percentage of 5.88% corresponds to the average salary of up to R\$ 1,000.00, below when compared to the others. According to Walger, Viapiana and Monfort (2014), there is no other motivational incentive or technique that has as much initial influence on the employee's life as salary.

It is possible to see that the ages from 21 to 60 years old are balanced with 25% for people aged 21 to 30 years and 31 to 40 years, and 20.59% for people aged 41 to 50 years and 51 to 60 years each. However, employees under 20 years of age represent 7.35% of the interviewed population and the lowest percentage is found in people over 61 years of age, who represent 1.47% of the total number of employees.

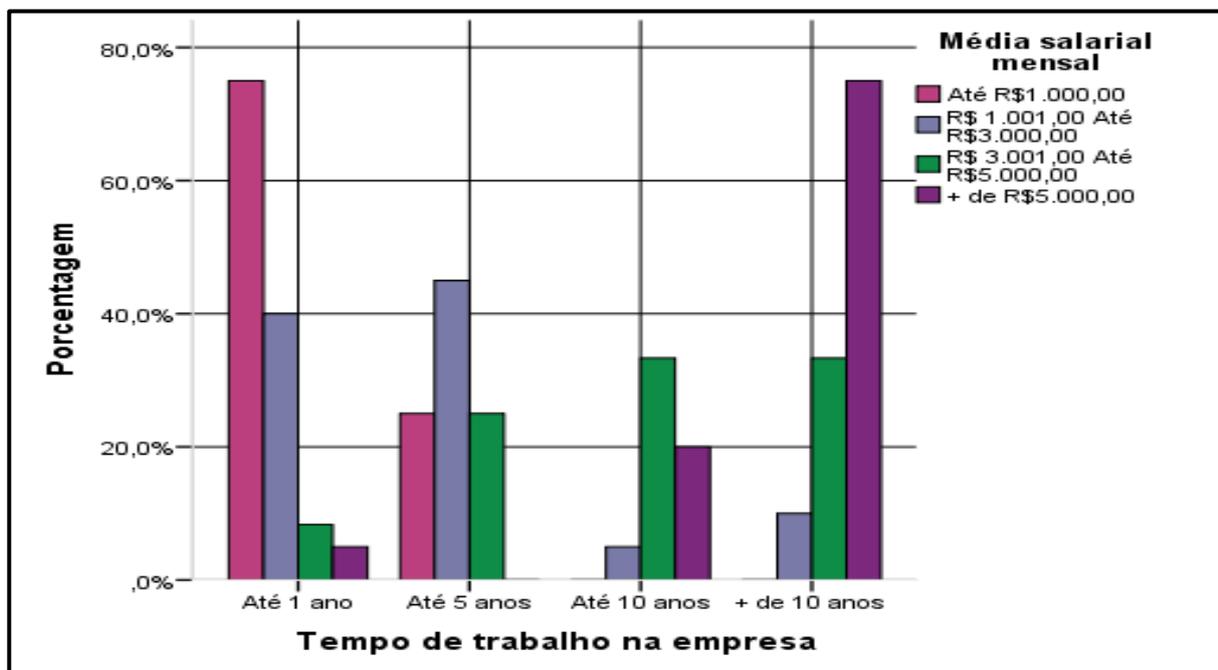
Relating the variables gender and age, among the women interviewed, most are aged between 31 and 40 years with 29.17%, followed by 25% of women who are between 21 and 30 years old. The 41 to 50 age group and 51 to 60 age group have the same percentage of the total number of women respondents with 16.67%, and the

lowest are 8.33% for those under 20 years old and 4.16% for those over 61 years old. Most of the men interviewed are between 21 and 30 years old, with a percentage of 25%. The percentage of 22.73% represents the groups of 31 to 40 years old, 41 to 50 years old and 51 to 60 years old. It is observed that only 6.81% are under 20 years old and there are no men interviewed over 61 years of age.

As for the variables length of work in the company and average monthly salary, the average salary increases according to the time that the employee remains in the company. For Walger, Viapiana and Monfort (2014), this attitude comes from the traditional remuneration system, in which people are paid for the time they have worked or for the position held. Most of the respondents have an average salary of up to R\$ 1,000.00 and have been with the company for up to one year or are employees who earn more than R\$ 5,000.00 and have been with the company for more than 10 years (both represent 75% of their range), as can be seen in Figure 3.

Figure 3

Distribution of the percentage values of the variables: length of work in the company and average salary



Source: data from the survey.

The group of employees who have been with the company for more than 10 years has all the respondents who have attended up to elementary school. This group



has the second lowest rate of postgraduates, with 18.18%. As for the group of those who have been in the company for up to one year, most have attended high school, with 30.43%, and none of the respondents have only completed elementary school. With 45.45%, the group of employees who have been in the company for one to five years has the highest percentage of those who have attended graduate school, and not only in this group, but this percentage is the highest of all the groups interviewed. The group of employees who have been in the company for five to ten years has the second highest percentage of people who have a postgraduate degree, with 27.27%, followed by 24.24% of those who have higher education. In this group, there are also no employees who only did elementary school.

In relation to holding a leadership position, a comparison with the time in the company is observed. It is verified that 90% of the respondents who hold a leadership position have been in the company for more than 10 years, and 100% of the employees who hold a leadership position have more than 5 years in the company. It can be concluded that the company does not usually hire new leaders, but rather values the people already belonging to the company. This can also be negative, as people without a profile for leadership can reach this position.

Continuing with the analysis of leadership, there is a big difference related to gender, in which 90% of respondents who hold leadership positions in the company are men, the rest are 10% are women. Related to this, Robbins (2015) reports that men do not have any advantage over women when it comes to leadership, and even so, it can be seen in the analysis that the company has a small portion of female leaders.

4.2 DESCRIPTIVE ANALYSES OF THE LEADERSHIP STYLE VARIABLE

The analysis of the variable of each leadership component was carried out based on the nominal scale used and named from A to E, each one corresponds to the styles of leader (laissez-faire, sympathetic, intermediate, autocratic and integrative), according to the managerial grid of Blake and Mouton (1964). In this part of the questionnaire, it was intended, through the perception of the subordinates, to measure the leader's orientation under six aspects: decisions, convictions, conflict, emotions, sense of humor and commitment.

Thus, an analysis of the means of each variable was carried out in relation to the leadership styles, and it can be observed that the highest average, with 31.57%, refers

to the integrative leader style. This style is positively associated with successful careers, productivity and profitability when compared to any other style (BLAKE; MOUTON, 1978). The lowest index is in the autocratic style, with 10.10%, which in turn is focused on tasks. He carefully supervises work methods, usually makes decisions without consulting his team and insists on the need to meet goals (MAXIMIANO, 2017). Table 1 shows the comparison of the leadership variables.

Table 1
Comparison of the variables of the leadership styles

Style	Percentage (%)						
	Decisions	Convictions	Conflict	Emotions	Sense of humor	Commitment	Average
Laissez-faire	6,10	16,70	18,20	19,70	12,10	10,60	13,90
Friendly	37,90	22,70	27,30	27,30	9,10	18,20	23,75
Intermediate	18,20	12,10	15,20	13,60	18,20	40,90	19,70
Autocratic	7,60	12,10	10,60	9,10	7,60	13,60	10,10
Integrator	28,80	34,80	28,80	28,80	51,50	16,70	31,57

Source: data from the survey.

Regarding the decisions made by the leader, the respondents claim that the leader supports decisions that promote good relationships, as he cares about people, characterizing the friendly style, with 37.88%. It is observed that 28.79% of employees attribute the leader as an integrator, indicating that the empowering leadership of supervisors is likely to increase psychological empowerment, thus promoting their intrinsic motivation, while authoritarian leadership has the opposite effect (MENG et al., 2015). The other styles of leader are considerably low: 18.18% for intermediate leader; 7.58% for autocratic; and 6.06% laissez-faire, compared to sympathetic.

The majority of employees attribute the integrative style to the leader with 34.85%, in relation to their convictions. This style of leader offers understanding, acceptance, and understanding, and its main characteristic is in helping. The friendly style obtained 25% and came soon after in the preference of the respondents. In conflict management, there is an approximation of the attributions of the leader styles. Most employees characterized them as integrative with 28.79% and sympathetic with 27.27%, with a small difference, indicating that the leader has a strong orientation towards people, as he is social and seeks to avoid conflict and solve it, promoting a pleasant and friendly work environment (RIBEIRO, 2016; ESCORSIN et al., 2017).

However, it is important to point out that conflict can be constructive when it



stimulates innovation and creativity, improves the quality of decisions, encourages the curiosity and interest of the group, providing an escape from tensions and generating an environment of self-evaluation and change (ROBBINS, 2015). Finally, 18.18% of the employees interviewed report that their leader is characterized as laissez-faire, 15.15% characterize the leader as an intermediary and 10.61% as autocratic.

Related to the leader's emotions, individuals in higher positions experience greater stress and anxiety and this can lead to low levels of motivation and commitment. In some cases, leaders have to follow laws and policies that they are not convinced of, which can reduce their motivation and lower their level of commitment (AL-SADA et al., 2017). For employees, the leader has an integrative profile with 28.79% and a sympathetic profile with 27.27%, similar to the conflict variable. Both styles are people-oriented and this type of leader helps his employees with their personal problems, is approachable and friendly, treating all his subordinates as equals and showing appreciation and support (ROBBINS, 2015).

In the leader's mood analysis, there is a visible majority of employees, with 51.52%, who assume that the leader has an integrative sense of humor. Regarding the leader's commitment, the majority attributed the intermediate style to the leader (40.91%). This indicates that leadership is also an important complement to motivation. The other styles of leader have lower and relatively close values. The results corroborate the authors Chan et al. (2017) who describe that motivation to lead is associated with the desire to promote change, challenge the status quo, and the willingness to influence others.

4.3 DESCRIPTIVE ANALYSES OF THE MOTIVATION VARIABLE

The second part of the questionnaire was composed of eighteen statements, which report presupposed situations, with the aim of inducing the respondent to identify himself in these situations. In addition to analyzing the frequency of each expression, the respondent's orientation towards success, affiliation or power was observed. Table 2 shows the comparison of the results between the motivation variables.



Table 2

Comparison of the motivation variable

Affirmation	Scale and percentage						
	Never	Almost Never	Rarely	By Times	Usually	Almost Always	Always
I like to constantly improve my personal skills	1,45	1,45	4,35	14,5	23,19	18,84	36,23
I like to be supportive of other people, even if they are not my relatives	1,45	2,9	5,8	10,15	21,74	27,54	30,43
I have a secret desire to get people's attention	30,43	20,29	20,29	18,84	8,7	1,45	0
I strive to improve on my previous results	2,90	2,90	1,45	7,25	14,5	30,43	40,58
I feel satisfaction when I see that a person who asked me for help is happy with my support	0	1,45	1,45	7,24	8,7	20,29	60,87
I insist on a certain opinion just to "not give up"	26,09	27,54	27,54	10,14	1,45	5,8	1,45
I like to know whether or not my work has been done well, in order to do better in the future	1,45	2,90	1,45	5,80	14,5	28,99	44,93
If I had to fire a person, I would try above all to understand their feelings and support them as much as possible	1,45	5,78	10,14	13,04	17,39	26,09	26,09
I have arguments with others because I tend to insist on what I think should be done	13,04	13,04	24,64	23,2	7,25	11,59	7,25
At work, I try to do better and better	2,90	4,35	0	2,90	15,94	23,19	50,7
At work, I like to be a kind person	1,47	5,88	4,41	16,18	23,53	26,47	22,06
I try to relate to influential people	7,25	11,59	21,74	23,2	15,94	13,04	7,25
I try to do my job in an innovative way	0	5,78	2,90	7,24	31,9	31,88	20,3
I feel satisfied to work with people who like me	4,35	2,9	5,80	4,35	24,64	31,88	26,09
If I can get people into my team's work, I look for the ones that allow me to exert the most influence	10,14	10,14	11,59	31,9	21,74	11,6	2,9
At work, I pay close attention to the feelings of others	0	5,8	8,7	29	23,19	20,29	14,04
When I participate in a gathering, I take the opportunity to influence others and get their support for what I want to do	7,25	14,49	20,3	26,1	15,94	11,59	4,35
I get worried when I feel that I have somehow contributed to the malaise of relationships at work	1,45	4,35	0	10,15	18,84	37,7	27,54

Source: data from the survey.

Most respondents say they always like to improve their skills, with 36.2%,



followed by 23.2% who usually like it. This result shows that individuals who are highly motivated by leadership acquired more leadership competencies during training, which results in more effective leadership behavior after training (STIEHL et al., 2015).

On the issue of being supportive of colleagues, most respondents increasingly say they like it. In the last three degrees of frequency, most of them are concentrated, with 79.7% of the total.

Employees (30.4%) do not have a secret desire to attract attention, followed by 20.29% each for those who "almost never" and "rarely" have the desire and 18.8% for those who answered "sometimes". This statement is aimed at identifying the collaborators who are power-oriented, and at this point, none of them checked the "always" box.

It was found that 40.6% of the employees stated that they always strive to improve their results, 30.4% stated that they almost always strive to improve their results and 14.5% usually make an effort. Individuals with stronger leadership motivation showed more team-related effectiveness, personal growth, and by tendency, position-related effectiveness, enabling an increase in performance in their area of responsibility (STIEHL et al., 2015).

The highest percentage of all questions about motivation is found at this point, in which 60.87% of the interviewed employees answered that they always feel satisfaction in helping a colleague who was happy with their support. There was no respondent who checked the "never" option. It is verified that most employees do not insist on an opinion so as not to give the "arm to twist", the first three have a similar percentage, adding to the total 81%.

The significant majority of employees say they like to know whether or not the work was well done, aiming to improve in the future. The sum of the last three points represents 88.4% of the total number of respondents. This question aims to identify people who have an orientation to success.

It is stated that, for the most part, if any employee had to fire a person, they would try to understand their feelings and support them as much as possible. It is observed that this statement follows an increasing form, reaching the largest scales that are "always" and "almost always", with 26% each.

Regarding the statement that the employee "has arguments with others because he insists on what he thinks", it was observed that 24.6% stated that he rarely insists,



and 23.2% sometimes has this behavior, followed by 13% each of those who have never and almost never had arguments because they insist on what they think. It is clear that most employees always try to do their job better and better, being 50.7%. The results converge with Fowler (2018) who described that new motivational leadership competencies based on the theory of self-determination are recommended to promote leadership behaviors that support people's psychological needs.

It is possible to verify that most employees like to be a kind person at work, since the sum of the last four points is 88.3%. This statement is related to identifying employees who have affiliation orientation.

On the other hand, the statement that the respondent seeks to relate to influential people is focused on power orientation. It was found that the majority sought this relationship moderately, "sometimes" having 23.2% of the answers, followed by 21.7% of those who answered rarely.

It was observed that the respondents stated that they usually and almost always try to do the work in an innovative way, with 31.9% each and 20.3% stating that they always try to do the work in an innovative way. Leadership transformation serves as a limiting condition for the effects of cognitive diversity on intrinsic motivation and team creativity (WANG et al., 2016).

The expression I feel satisfied to work with people who like me identifies people who have an orientation towards affiliation. It can be seen that the majority, referring to the last three points (totaling 82.6%), feel this satisfaction.

In the statement "if I can call people to the work of my team, I look for those who allow me to exert more influence", it is observed that the first three points that refer to those who do not seek or seek in a moderate way are practically equivalent with around 10% each. The majority, on the other hand, sometimes seek with 31.9%, usually with 21.7% and almost always with 11.6%. This behavior is associated with people who are power-oriented and seek to get people to behave in a way they would not normally do (AL-SADA et al., 2017).

Regarding "paying close attention to the feelings of others at work", most say that they pay attention sometimes with 30%, usually with 23.2%, almost always with 20.3% and always with 13%. The majority with 26.01% assume that, sometimes, in some conviviality, they take the opportunity to influence other people to get support, followed by 20.3% who assume that they rarely influence.

The last expression related to motivation represents that the majority of respondents, with 37.7%, are almost always concerned when they feel that they have contributed to the discomfort of relationships at work. Those who always worry represent 27.5% and those who usually worry represent 18.84%. At this point, most people are well focused on affiliation needs, as they reveal that they have a desire to have close and friendly relationships with colleagues (MENG et al., 2015).

Table 3 shows that in relation to motivation, most are concentrated between 4 and 6 points on a 7-point Likert scale, totaling 60 respondents. This means that only nine people are not within this average, demonstrating that the team is motivated as a whole. To achieve good results, motivational practices need to range from the praise and challenges proposed by managers to the participation of employees in the decision-making process, in profits or in the company itself, including awards, benefits, job growth programs and career plans. The leader just needs to know how to identify which of these practices motivates his employee the most (MAXIMIANO, 2017).

Table 3
Frequency of the average motivation

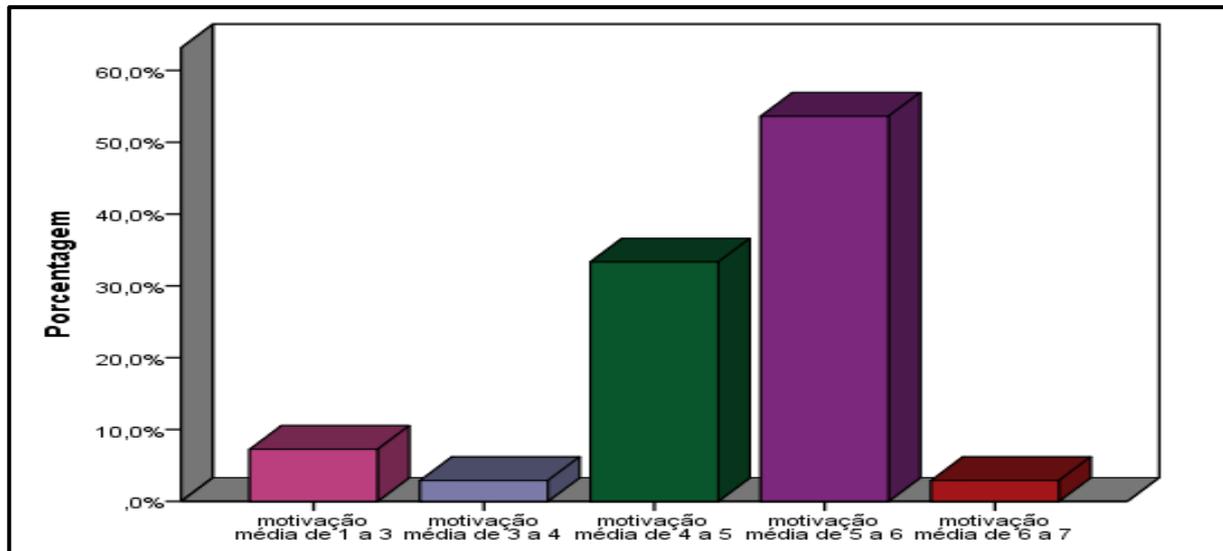
		Frequency	Percentage	Valid percentage	Accumulative percentage
Valid	Motivation from 1 to 3				
	Motivation from 3.01 to 4	5	7,2	7,2	7,2
	Motivation from 4.01 to 5	2	2,9	2,9	10,1
	Motivation from 5.01 to 6	23	33,3	33,3	43,5
	Motivation from 6.01 to 7	37	53,6	53,6	97,1
	Total	69	100	100	100

Source: data from the survey.

It is observed that 86.9% of the total respondents, as shown in Figure 4, have an average motivation between 4 and 6.

Figure 4

Analysis of average motivation



Source: data from the survey.

Figure 5 shows the mean of each expression of the motivation variable and also the overall mean of each of the three types of guidance. It is observed that the lowest averages are found in questions related to people who are power-oriented, with an overall average of 3.41.

The highest average is aimed at people who are success-oriented, with 5.72. Motivation and organizational commitment to measuring other variables such as work, satisfaction, organizational effectiveness and commitment, and productivity are significantly associated with dimensions of leadership and culture practices and can be improved with better workforce management and interaction techniques (PARASHAR-CARVILLE; SHAW, 2016).

Finally, an average of 5.45 is presented for those that are focused on affiliation.

Figure 5

Average of the motivation variables

Orientação	Estatísticas				
	Expressões	N		Média	
		Válido	Omisso		
Sucesso	Gosto de aperfeiçoar constantemente as minhas competências pessoais	69	0	5,45	5,72
	Esforço-me para melhorar os meus resultados anteriores	69	0	5,81	
	Gosto de saber se o meu trabalho foi ou não bem realizado, de modo a fazer melhor no futuro	69	0	5,96	
	No trabalho, procuro fazer cada vez melhor	69	0	5,97	
	Tento fazer o meu trabalho de modo inovador	69	0	5,42	
Afiliação	Gosto de ser solidário com as outras pessoas, mesmo que não sejam das minhas relações	69	0	5,52	5,45
	Sinto satisfação quando vejo que uma pessoa que me pediu ajuda fica feliz com meu apoio	69	0	6,28	
	Se tivesse de despedir uma pessoa, procuraria sobretudo compreender os seus sentimentos e apoiá-la no que fosse possível	69	0	5,22	
	No trabalho, gosto de ser uma pessoa amável	68	1	5,24	
	Sinto-me satisfeito por trabalhar com pessoas que gostam de mim	69	0	5,42	
	No trabalho, presto muita atenção aos sentimentos dos outros	69	0	4,83	
	Fico preocupado quando sinto que, de alguma forma, contribuí para o mal-estar das relações no trabalho	69	0	5,65	
Poder	Tenho um desejo secreto de chamar a atenção das pessoas	69	0	2,59	3,41
	Insisto numa determinada opinião apenas para “não dar o braço a torcer”	69	0	2,57	
	Tenho discussões com os outros porque costumo insistir naquilo que penso que deve ser feito	69	0	3,62	
	Procuro relacionar-me com pessoas influentes	69	0	3,97	
	Se puder chamar as pessoas para o trabalho da minha equipe, procuro as que permitam exercer mais influência	69	0	3,91	
	Quando participo de algum convívio, aproveito para influenciar os outros e obter o seu apoio para aquilo que quero fazer	69	0	3,81	

Source: data from the survey.

Some non-parametric tests were performed. They are methods that encompass procedures that allow the use of ordinal, nominal, or quantitative variables instead of continuous data. The Mann-Whitney U test was used, which is used to compare variables from two independent groups. This test was used in order to verify whether motivation changes according to the respondent's gender. According to Figure 6, ($p=0.4$) there is no difference in the mean motivation of the respondents in relation to gender.

Figure 6

Test for motivation and gender variables

Estatísticas de teste ^a	
	média_motiv ação
U de Mann-Whitney	467,000
Wilcoxon W	1457,000
Z	-,784
Significância Assint. (Bilateral)	,433

a. Variável de Agrupamento: Gênero

Source: data from the survey.

The Kruskal-Wallis test was also performed. This procedure is recommended to compare a variable between three or more groups. It is verified that there is no difference in the average motivation of the employees in relation to the average salary ($p=0.2$), or in relation to the length of work, ($p=0.08$), as shown in Figure 7.

Figure 7

Test motivation and working time and test motivation and average salary

Estatísticas de teste ^{a,b}		Estatísticas de teste ^{a,b}	
	média_motiv ação		média_motiv ação
Qui-quadrado	6,591	Qui-quadrado	3,889
gl	3	gl	3
Significância Assint.	,086	Significância Assint.	,274

a. Teste Kruskal Wallis
b. Variável de Agrupamento: Tempo de trabalho na empresa

a. Teste Kruskal Wallis
b. Variável de Agrupamento: Média salarial mensal

Source: data from the survey.

5 CONCLUSION

The study aimed to understand, from the point of view of the subordinate, how leadership influences the motivation of team members in a given company. This objective was achieved and it can be concluded, through the bibliographic reference, that a higher or lower level of motivation, in addition to being connected to the person and his work, depends on the competence and empathy of the direct leader.

Regarding the analysis, it is also necessary to highlight some observations: it was found that all the interviewees who did not continue studying after elementary school have been in the company for more than 10 years, suggesting that these employees are accommodated and even unmotivated, and it is up to the leadership to



identify these people, in order to arouse interest in the search for knowledge and development. It was also identified that 90% of employees who hold leadership positions are men, which means that, although women are inserted in the labor market, they have not been recognized in the same way as men, and yet, related to this result, it is known that female characteristics are important within an organization, as it encompasses collaboration, Relationship and talent cultivation, however, men may have developed these traits, thus maintaining motivation. "Feminine sensitivity allows the team to act with synergy, obtaining creative solutions to unsolvable issues" (MANDELLI, 2015, p. 20).

Regarding this same question, it is observed that all interviewees who hold leadership positions have been in the company for at least 5 years, that is, it is not practiced to hire leaders from outside the company. Employees, over time, when they stand out, start to assume these positions, a chance promoted by the company to encourage growth and recognition, generating motivation and engagement, both on the part of leaders and subordinates.

Regarding leadership styles, the organization's employees consider that leaders have mostly integrative behaviors. This style seeks the best performance, achieving objectives and meeting your goals, but always with a broader view, managing differences, promoting dialogue, seeking understanding, involving and committing your team. In this way, the relationship between members is strengthened with the motivation of employees, influenced by the leader.

As for the motivation factor, it is found that the general average of employees is between 5 and 6, representing 53.6% of the total respondents, this average is good if it is observed that the highest value is 7. It was also identified that most respondents are focused on success, a profile that likes challenges and competitive situations. Employees who are motivated and enthusiastic to achieve goals, facing challenges and exceeding expectations, make a difference and provide a competitive advantage for the organization.

Associating the results of motivation with those of leadership styles, it is clear that, according to the theory studied, the profile of integrative leader exerts a positive influence on employees, as it is related to better levels of motivation. It is possible to confirm this relationship in the survey, as the results of the motivational average were high, and of these respondents, most identified that their leader has the style of

integrative leader. On the other hand, it was identified that gender, working time and average salary do not influence in a statistically significant way the motivation of employees.

With this work, it can be identified that it is necessary to break the paradigms about employees with a more integral people management, including bringing in its core themes such as motivation, which is significantly influenced by the leader, understanding aspirations, fears, desires, doubts, expectations, dreams and really caring about the other and cooperating with their challenges, In other words, in addition to worrying about activities, you need to worry about people and their development in the organization and outside it.

The investigation has some limitations, as the population analyzed is not sufficiently representative compared to a universe of companies in the same field in the region. There are also the limitations of the method of applying questionnaires, where the effect of the social desire of the answers can occur. An important limitation is the fact that it was not possible to carry out a qualitative approach that would allow a deeper understanding of the reasons that inform leadership styles and motivational factors.

It is suggested, for future research, studies taking into account the leader's perception of himself and his motivation, in order to work together on the issue of motivation of leaders and subordinates, including extending it to all areas of the company. It will also be interesting to apply the research in other companies to verify the different results and thus compare them in order to collaborate for a better understanding of the topics covered.

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