Successful Leadership and Motivation Lead to Employee Satisfaction

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Abstract. The success of the entire business depends on the most important resource of any organization which is certainly human resources. They are creators and makers of new technical, technological and organizational solutions, creators of new values, controllers of working process and development of business systems. The key question is: who will manage human resources and motivate them so that the whole organization performs better. Leadership is one influence, one work of art and the process of impact on people, in sense that those who are affected are voluntarily and willingly participating in the creation of new values in the organization. Precisely, the role of a leader is to motivate its co-workers to their potential contribution in achieving the objectives of the organization. Leadership and motivation are key factors influencing the success of the organization, as well as employee satisfaction. Therefore, the connection and interconnection of successful leadership and proper ways of motivating employees are essential for all organizations. Seeking the answer to the question why companies in Bosnia and Herzegovina are lagging behind in their success and why there is an outflow of workforce or what motivates employees for greater personal satisfaction and a better contribution to the organization, we have created a questionnaire and interviewed employees in different companies. In this paper, we seek an answer to the question how can we, with successful leadership and motivation, increase employee satisfaction and business success of the organization.

Keywords: leadership, motivation, management, human resources management, employee satisfaction

1. Introduction

The dominant problem today is the issue of human resources and motivation for work. At the beginning it is important to determine the key factors that affect the success of the company and the employees' satisfaction; because we don't only have to create new knowledge in the enterprise, we have to especially encourage human resources to share their knowledge and experience with others (Yeh, Ali in Ho 2006). Human opportunities and knowledge, because they are undoubtedly great, are no longer in focus as much as motivating and encouraging constructive change of these opportunities in the function of achieving organizational objectives and development.

Employee motivation is a very important process. Unfortunately, many leaders do not understand the concepts, principles and mechanisms of motivation (Hauser, 2014).

Robbins (2001) and Daft (1994) define leadership as the ability to influence the group of people for goal achievement. Schermerhorn (1999) states that leadership is also one out of four functions which represent management process. „ Leadership is the process of other co-workers, to work firmly in order to execute, complete, and fulfill important work tasks ".

This is why the question often arising is how to successfully lead and motivate employees.

Question often arising is how to motivate employees and therefore how to contribute to better enterprise functioning. Motivation is a key for high standards of business, for fostering creativity, creativity and innovation, for professional development of employees and for their retention in the enterprise.

The question of motivation refers to determining the factors and reasons that direct human behavior. With motivation employees' behavior is seeking to be influenced, they are encouraged to make the best efforts in performing their work tasks. Motivation responds to the question of why someone behaves in a certain way, why some employees are more committed, making more effort and achieving greater performance than others. Understanding the motivation and behavior of employees enables managers to adequately plan actions for guiding employee behavior towards achieving the desired organizational objectives.

Valuing work and rewarding the employees' and managers' performance is crucial for the short-term, long-term and project effectiveness of each enterprise. Human resource management and development becomes increasingly important due to the new place and role of human in all social processes as well as in their management.

Reliable employees who are satisfied with their job are prepared to make greater efforts and to perform more efficiently their work tasks. Rizwan & Mukhatar (2014) state that employees' satisfaction plays a key role in evaluating the success of the organization. The overwhelming satisfaction of employees is crucially important because it is crucial for the business success of each organization. This is a basic need for companies to understand what employees want. Therefore, exploring and to identifying areas of motivation became activities of high importance for enterprise management. People are different and have different needs, interests and desires; each employee has their own set of motivators and incentives. Their knowledge enables managers to build an adequate reward system that will motivate employees and direct their behavior towards the successful achievement of the organizational objectives as well as the individual goals of the employees.

Employee satisfaction is an integral part of the work quality within all organizations because based on attitudes of employees their behavior and their satisfaction, depends how they will do their job which has a direct impact on the organization's performance and success.

2. Management, administration and leadership

Management, administration and leadership are often used as synonyms although there are primary differences. Management can be defined as a work process with others and with the help of others in achieving organizational objectives in a changing environment with effective and efficient use of limited resources. In the context, management comprises five (5) functions and leadership is one of it. Because of that, in this context, leadership is narrower term than management, i.e. as part (function) of management.

Professional literature on leadership is very comprehensive and by examining a number of scientific and professional literatures a unique definition is hard to find. There are a lot of reasons for it. First reason, out of two significant reasons, is that the management is being taught by experts from different scientific areas and disciplines. And another important reason lies in the complexity of the leadership phenomena (Kovac, Mayeer and Jesenko, 2004).

The purpose of leadership is to shape knowledge of individuals and groups with communication and support in order to cooperate in achieving organizational goals. The leader must know himself and

others well enough to influence the knowledge of the subordinates and together with them to meet the set of goals. The counseling, informing, assessing and developing co-workers is also considered within the framework of leadership. In doing so, we need to be careful about the enthusiasm, relationship, culture, work and the knowledge within the organization.

Luthans (2002) concludes that it is „significant to interpret leadership as an expression for a specific theoretical process that causes change ". Rozman (2002) expresses leadership as a result of one of the management functions; management exercise planned organization.

As we can see, definitions of leadership are different. Based on the definitions given we can quote Rozman (2000) which states that „ the definition of leadership differs only in the details " and that leadership is the process of influence on others in order to achieve goals that are set by the leader".

Leadership is a significant aspect of managing. Leadership represents the process of influencing people in order to achieve the organizational objectives. The essence of leadership is followership. In other words, it is the willingness of people to follow that makes person a leader. Leadership is a managerial function that implies certain activities and effects on the people in order for them to contribute to group goals and the organizational goals. In this context, leadership comprises four groups of activities: leadership, - motivation of employee, -interpersonal processes, groups and conflicts, - and communication. Therefore, managers need to possess the ability to understand individual human personality. The manager's job is not to manipulate people but to recognize what motivates them.

It is important for the organization to have managers as leaders, as the basic precondition for designing and realizing leadership management.

Figure 1: Leadership management
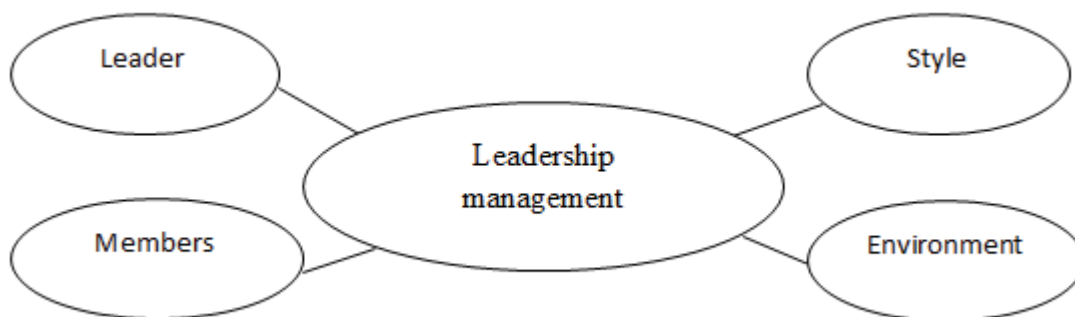
Source: Baroš, 2005.

Leadership is the process of leaders' influence on other people with the appropriate leadership style, motivation of loyal members and followers in an appropriate environment and situation with the purpose of achieving the organizational set of goals in a given situation, where each manager is leader while each manager is not a leader at the same time. Leadership implies the ability to inspire people and create enthusiasm and creative atmosphere, with participation in the creation and realization of the vision, mission, goals and tasks of the corporation (Baroš, 2005). In respect to it, it is very important that the leader knows how to choose the right rewarding system for his or her employees, which will inspire employees and encourage them for better and more productive work that will result in company's better performance as well as greater competitive advantage in the market.

Table 1: Differences between management and leadership

Management	Leadership
Implements leader's vision and changes introduced by the leader, maintains the organizational infrastructure.	Articulates organizational vision and introduces large changes in the organization, encourages co-workers, works in stressful situations of the external environment.
Focus on the tasks (things) through managerial functions of planning, organizing and control.	Focus on interpersonal relationships, humans, leadership management function.
Planning, setting detailed goals and actions for accomplishment.	Establishes guidelines, develops vision and strategies for result accomplishment.
Organizing and recruiting the staff. Setting the organizational structure in order for employees to perform their task in the way that manager wants.	Innovates and allows employees to perform job in a way that they want for so long while results are in line with the vision.
Controlling/Follows results and compares it with plans and takes concrete actions.	Motivates and encourages employees to creatively create a vision.
Predictability/Planning, organizing in consistent way. Prefers stability.	Provides innovative and faster changes that are not predictable easily / Prefer a change.
Managers to the things in the right way.	Leaders do the right things.
The accent is on stability and control.	The accent is on change, empowerment and authorization, cooperation, on people and diversity.
The accent is on short-term dimension, avoidance of risk, maintenance and behavior.	The accent is on the long-term dimension, taking risks, innovating and creating new ideas.
Activities focused on organizational goals accomplishment.	The basic of leadership is to lead, because without a lead there is no leadership.
Process of coordinating factors for the purpose of achieving the organizational goals.	With leadership it is a human factor that holds a group of people together and directs them toward the goal.
Process of planning, organizing, human resources management, leadership and control.	Influence, behavior, personality
Broader term.	Narrower term.
Task oriented.	Oriented to the people and relationships among them.
Dealing with procedures and results.	Oriented toward interactions among the people.
Process of getting things done.	Process of determining the direction of change and motivating people to change.
Deals with realizing the complexity.	Deals with realizing the changes
Refers to the position an individual takes in the organization.	The position that an individual takes in the organization is not important for leadership
Key process whose function produces results.	Process whose function is a change.

Source: Bahtijarević-Šiber, F., Pološki-Vokić, N., Sikavica, P., 2008.


3. Motivation to work

One of the important management tasks is to support employees to work more and better, and motivation plays an important role within. Business successes of the company or organization cannot be achieved without employees who are devoted to their work. Managers must take care about employees' motivation all the time and they must use appropriate motivation tools or mechanisms. Only when a motivational mechanism connects the business and individual goals of an individual to his or her individual needs; the use of the same is effective (Svetic, 2010).

Author Svetic (2010) the author presents several factors that enable effective employees' motivation. For the employees, especially those who are focused on goals and strive to achieve high performance, new working challenges have to be always assured. In such a way, employees can show their competencies and personal growth. It is also very important to involve employees in the process of reciprocal work. It has been proven that the employees involved in such decision-making are better motivated to work. For employees it must be enabled to use all their knowledge and skills to prove. The next step is getting to know the purpose, which affects employee motivation. With proper communication, employees are familiar with the company's goal and vision. It is necessary to emphasize the importance of direct, two-way communication between the employees and the management of the company which enables the management to verify if the employees correctly understood the received information. The introduction of team work is the next factor, which has a motivating effect on employees. Employees who are part of the team feel affiliated with the group and are better motivated to work. Employees are better motivated in the case when their reward is linked to the performance, having in mind that the employee's contribution is measurable and accurately defined.

Motivation in the organization of a company is the outburst or the existence of a reason for provoking the will or willingness to work and work performance (Economic lexicon, 1975).

The Need-Want-Satisfaction chain. Motivation can be seen as a chain reaction: the needs we feel lead to the wants or goals we strive which causes tension (i.e. unfulfilled demands) that leads to the actions for achieving the goals that ultimately result in satisfaction.

Figure 2: The Need-Want-Satisfaction chain
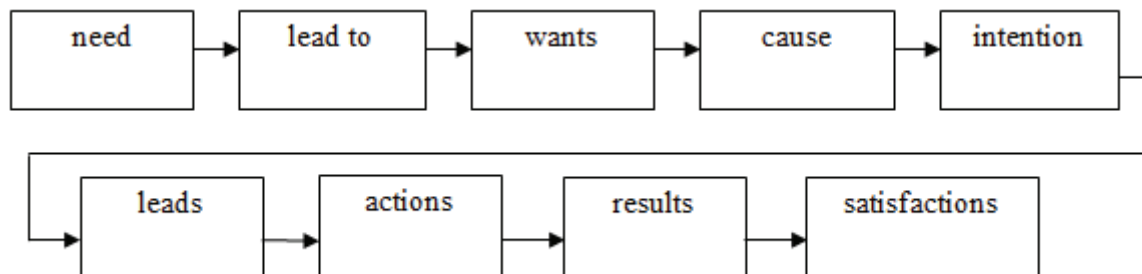
Source: Koontz, H., Weihrich, H., 1994.

When motivating it is necessary to try to meet the different needs of employees, so that they are satisfied, happy and far from the tension. This creates a pleasant environment, in which employees are far more focused on work, have more interest and desire for work, and consequently perform their work more effectively. Motivation is a technique for making business attractive. The motivation process is permanent, constant and useful for both the employer and the employee. This is crucial for improving performance of employees (Gaurav, 2010).

4. Reward systems

People work in the organization to meet the needs they have, which means that they work in order to receive a certain prize (salary) at the end of a certain period, which motivates and supports the work activity. Workers must be rewarded materially and immaterially for their work. The main work supports are certainly material rewards (especially money). Money plays an important role in the

motivational structure of the company, but its power is limited, because it only works moderately on large changes in wage and payments related to the work results. We cannot ignore non-material rewards, because these awards can even motivate workers more from material rewards (for example, promotion at the workplace). Certainly each individual is different depending which reward (material or non-material) motivates better and which less.

Which reward system will be chosen by the company, depends on the company itself and its goals. It is significant that the company supports the execution of a business strategy based on the reward system, because today rewarding workers is one of the main psychological work simulators. The big question arising is how to influence the employee, with what prize to reward it; how to motivate him or her best to do his job good and efficient.

Purpose and significance of rewarding
Reward systems are designed and guided to achieve certain goals. These goals can be defined as general and specific. The tasks of the general goals are to increase the efficiency of the work and the commitment of the employees in order to improve the business process and improve the company's business results. These goals are primarily focused on attracting, retaining and motivating the quality staff required in the company. It does not only refer to managers and top experts but also it refers to the people with different degrees and educational profiles, as well as managers at the middle and lower levels. Rewarding specific goals are divided into areas that it includes, and so we can talk about organizational goals, individual employees' goals and the goals of the trade unions.

The organizational objectives of the reward system must meet the company's specific needs, but also it must ensure adaptation to changes in the turbulent environment. They should be designed to ensure the staff needed, rewards for performance and improvement of further contributions, achievement of a satisfactory degree of fairness, flexible implementation of the reward system, simplicity of the reward system, the effectiveness of the reward system and the implementation of laws and regulations.

The term rewarding and motivating are interrelated. According to Lipovec, their connection is shown in the following relation. Human needs, awards as part of corporate management responsibility, the awarding mechanism requires action which is determined by work assignments and duties and reward can be achieved with them, and the mechanism for determining the normal effect are the main elements of the deliberately set psychological mechanism motivation. The same psychological mechanism of motivation is transformed into purposely motivational relationship between the worker and his needs and the employer which defines responsibility and thus the rewards (Lipovec, 1987).

When a company develops a reward system or salary structure the question arising is how to motivate employees the best to increase their job efforts in the company. In terms of this, two possibilities are known and that is a traditional and alternative reward system (Prasnikar, 1992). With traditional reward system certain standards have been developed. Within this standard the cash prize for an individual is very important and for the increased financial support individual will respond with increased effort. Alternative reward system is important to base on objective performance measurement, by which the effect of an individual in a smaller group of employees or in the whole can be determined, and on the basis of that workers must be awarded. This system supports the diversity and competitive behavior of the company.

The main goal of the desired reward system is to support the implementation of the company's business strategy and thus contribute to the success and competitiveness of the enterprises (Zupan, 2001). In order for the reward system to adequately support the implementation of the company's strategy, it has to meet four requirements (Zupan, 2001). The first requirement is that the reward system should contribute to greater efficiency and success of employees. The next requirement is that

reward system has to be fair for everyone within the organization; for employees and for the company. The third requirement that rewarding system needs to meet is that an expert must work within the limits planned. And the last requirement is that the system must comply with current legal norms.

5. Job satisfaction

One of the main elements in human resources management is measuring employee satisfaction, whereby organizations must ensure that employees are highly satisfied because it is a requirement for increasing productivity, responsiveness, quality, and attitudes towards parties. The success of each organization is indissolubly linked to employee satisfaction, which is equated with the organization and the preservation of those gifted employees (Sageer et al., 2012). Satisfied employees can launch a chain of positive steps, which can have a great impact on improving the organizational work (Heskett, Jones, Loveman, Sasser J., & Schlesinger, 1994). Employees satisfaction is positively related to motivation, dedication, organizational behavior, belonging, productivity and has a positive impact on satisfaction with life and social health (Judge & Hulin, 1993).

Employee satisfaction is usually described as satisfaction or well-being, which the employee receives obased on his or her work. Employee satisfaction is recognized as one of the most important factors affecting the quality of services rendered, productivity and loyalty of employees. Satisfied workers work better, they are better motivated and have higher moral (Sharma, Kong & Kingshott, 2016).

Employee satisfaction is not just a goal for itself but it is also happy worker is a productive worker. Job satisfaction can affect the level of commitment, fluctuation and financial earnings of the organization, as well as it can affect the level of performance, the readiness of employees to engage in problem-solving activities, and the intensity of effort that worker makes.

6. Empirical research

The research was conducted in companies from Bosnia and Herzegovina in the period from October to December 2016. The research involved employees of companies from different industries and different sizes.

In order to examine the motivation and satisfaction of the employees with their job, a questionnaire was designed and developed for this purpose. Respondents' full anonymity was ensured in this research conducted. The respondents were not obliged to sign the questionnaires and after completion the questionnaire were deposited in the special box prepared. The first part of the questionnaire was aimed at collecting socio-demographic variables of the respondents / employees (age, gender and qualification). The second part of the questionnaire contained 14 questions. The questions aimed at measuring satisfaction with certain motivation strategies and the job itself. The task of the respondents, regarding the questions referring to measuring the satisfaction with certain motivation strategies and the job itself , was to mark their satisfaction level ranging from 1 (very dissatisfied) to 5 (very satisfied) on scale offered. Questions were designed to adequately cover different types of factors which are relevant for job satisfaction.

Respondents' structure and data analysis
The healthcare institution where the survey was conducted employs more than 800 employees, 137 of them successfully completed the survey.

Table 2 represents the structure of the respondents. The total number of respondents who had finished the questionnaire successfully was 137 out of which 96 were female (70,1%) and 41 were male (29,9%).

Table 2: Respondents by sex

	Number of respondents	%
Male	41	29,9
Female	96	70,1
TOTAL	137	100,0

Figure 3: Graphical representation of employees by sex
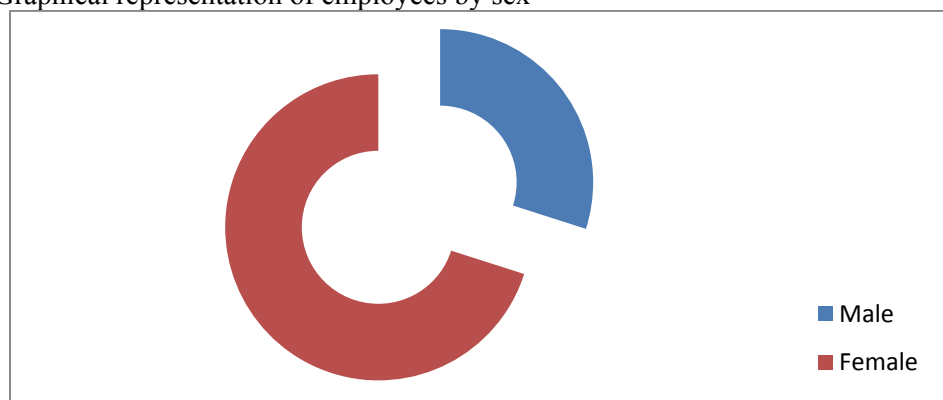
The age structure of the respondents who completed the survey is presented in Table 3, where it is apparent that the staff is relatively young because 56.3% of the employees is in age category 36-45 and only 4.3% of the employees are over 46.

Table 3: Respondents by age

	Number of respondents	%
20-25	12	8,7
26-35	42	30,7
36-45	77	56,3
46 and more	6	4,3
Total	137	100,0

Figure 4: Graphical representation of employees by age
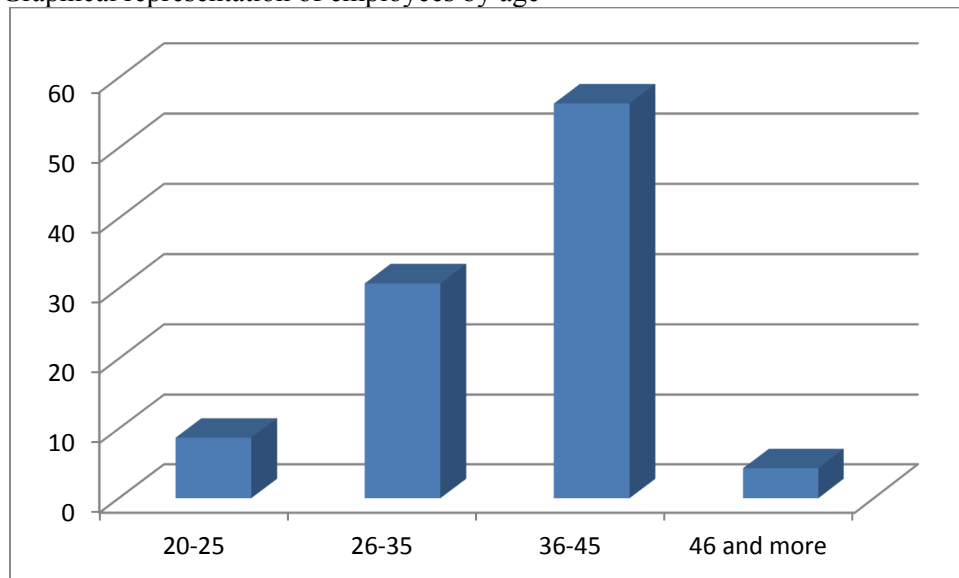
More than 63,4 % of employees who had finished the questionnaire successfully were those with higher qualification (college graduates), 29,1 % were those with secondary qualification (high school graduates) and 7,5 % were those with elementary qualification.

Figure 5: Graphical representation of employees by professional education
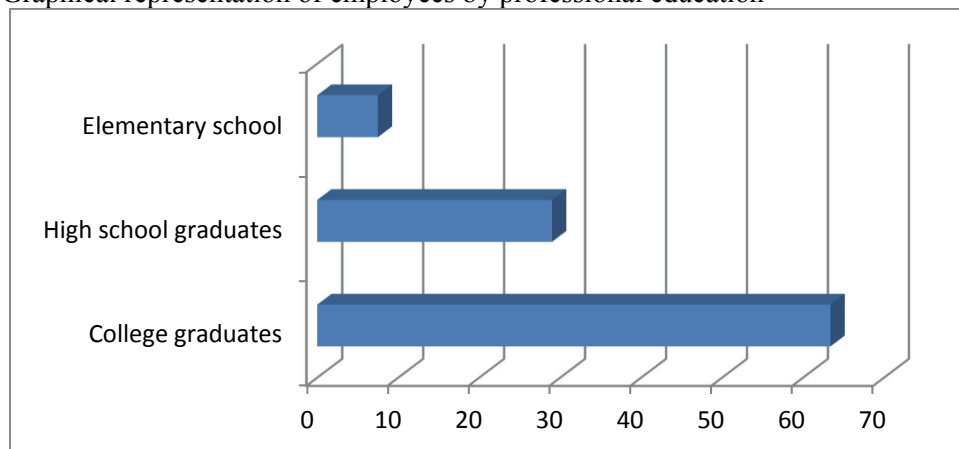
College graduate employees with completed high school qualifications, in the health care institution were the survey was distributed, point out the highest average grade for the motivational strategy „interesting and challenging job", while the lowest grade is recorded with „good interpersonal relationships".

Table 4: Average grade of different motivation strategies for the college graduate employees

MOTIVATIONAL STRATEGY	AVERAGE GRADE
Progress possibility	4,2
Appropriate financial compensations	3,8
Interesting and challenging job	3,6
Good interpersonal relationships	3,2
Praises and acknowledgments	2,9
Acceptance and appreciation at work	2,7

Respondents with higher qualification (college graduates), evaluate motivational strategy „progress possibility„ and highest average grade (4,2). With average grade 3,8 they evaluate „appropriate financial compensation" as a second best motivational strategy and with the lowest average grade they evaluate „acceptance and appreciation at work".

Table 5: Average grade of different motivation strategies for the secondary qualification (high school graduates) employees

MOTIVATIONAL STRATEGY	AVERAGE GRADE
Interesting and challenging job	3,9
Progress possibility	3,6
Acceptance and appreciation at work	3,1
Appropriate financial compensations	2,9
Good interpersonal relationships	2,4
Praises and acknowledgments	2,1

Table 6: Average grade of different motivational strategies for employees with completed elementary school

MOTIVATIONAL STRATEGY	AVERAGE GRADE
Appropriate financial compensations	4,7
Progress possibility	4,4
Acceptance and appreciation at work	3,9
Praises and acknowledgments	3,5
Good interpersonal relationships	3,3
Interesting and challenging job	2,6

Employees with completed elementary school evaluate the appropriate financial compensation as the best motivation strategy with an average score of 4.7, and as the worst strategy of motivation they evaluate an interesting and challenging job.

Based on the above, we can conclude that with the highest average satisfaction with material compensations indicate employees with elementary school. The same motivational strategy is also very important for high school graduates.

Table 7: Level of job satisfaction employees with different degrees of education

Nb.	QUALIFICATION	AVERAGE GRADE
1	college graduates	4,2
2	high school graduates	3,9
3	elementary school	3,5

Using Pearson's correlation coefficient, we have compared the satisfaction between material compensation and job satisfaction and between job satisfaction and interpersonal relationships, and the progress possibility and job satisfaction.

Table 8: Correlations between material compensations, interpersonal relationships, the ability to progress and job satisfaction of respondents at a health institution (in total number)

Nb.	MOTIVATIONAL STRATEGY	PEARSON'S CORRELATION COEFFICIENT	CORRELATION COEFFICIENT
1	Material compensations	0.911	Strong
2	Interpersonal relationships	0.232	Weak
3	Progress possibility	0.699	Moderate

Based on the data processed, we can conclude that when we observe the employees in the total number and not looking the gender and the level of the qualification, interpersonal relations have a slight correlation with satisfactory work. Medium strong correlation is present between the progress possibility and job satisfaction, while the strong connection represents material compensation with satisfaction with work.

7. Conclusion

Fast and constant changes in the economic and social environment require a fast and continuous adjustment to the new market conditions. Because of it in order for higher competitiveness, better satisfaction of customer needs and survival in the business environment, organizations must constantly monitor their business processes and introduce new ones. In doing so organizations must use different concepts, methods and tools. One of the most important elements of survival support, organizational development, and customer satisfaction is an adequate linkage between organizational management and employees' reward system.

Motivation, rewarding, education, training and improvement of employees and thus gaining new and expanding existing knowledge and skills are the most important areas of leadership actions for the effectiveness and efficiency of employees. Employees represent creators of new technical, technological and organizational solutions; creators of new values and relationships; managers of the workflow and organizational development.

It is a duty of manager through the understanding of the complexity of human nature, depending on specific circumstances, to choose and apply appropriate reward systems, motivational techniques that will ensure the desirable behavior of employees and the achievement of their own as well as the objectives and tasks of the organization. It is particularly important that leadership knows the level of motivation and satisfaction of employees at each workplace well as well as their expectations in terms of workplace, in order to have an impact on improving job engagement when applying the adequate models. In this context, the management must pay attention to the gender structure of the employees as well as the age and professional qualifications of the employees because it is essential to distinguish the employees in these categories as well as not to create a big gap between these categories.

The research has confirmed the assumption that on total work satisfaction material compensation has the biggest influence and on interpersonal relationships it has little influence. By analyzing the results we came to the conclusion that this correlation can be confirmed also with the employees with the lowest qualifications which justifies the assumption that their satisfaction in financial terms is greater compared to the praise and recognition in the organization. In the analysis of data we also came to the conclusion that the strongest motivational strategy of those with higher qualifications is "interesting and challenging job", which again justifies the assumption that employees with higher education are

striving for greater challenges to confirm their acquired knowledge and through this they see their satisfaction with job.

Job satisfaction is related with the work content, the physical and social working conditions (quality of interpersonal relationships, leadership style, the relationship between management and employees) and certainly with the personality of employees, their abilities, emotions, etc. All these facts represent the basis for building a quality and long-term reward system in which both employees and the leader will achieve their goals, be motivated and satisfied, and which are basically intertwined and whose accomplishment is not individually possible, but together they make up a whole.

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